

Sales Management

THE MAGAZINE OF MARKETING



- ➡ Everybody's Getting Testimonials for Burkay
- ➡ It's Possible: A 2½-Hour Shipping Cycle
- ➡ After Minute Maid Fired Its Salesmen . . .
- ➡ When Salesmen Listen with a Third Ear . . .

REPORT CARD	
advertising revenue	A ⁺
circulation	A ⁺
newsstand sales	A ⁺
advertising pages	A ⁺

We just
got our
report card...



...and we're head of the class again!

ON its six months' report card—at the end of the Spring term—Ladies' Home Journal got top marks.

Advertising revenue—A-plus! Revenue climbed 14.2% over the first 6 months of 1958.

Circulation—A-plus! Circulation now averages over 5,750,000.

Newsstand sales—A-plus! The Journal con-

tinues to lead all magazines for women.

Advertising pages—A-plus! The Journal has gained more than 20 advertising pages this year.

The secret is Journal editing—editing that causes women to read the Journal slowly and lovingly—but act on ideas in the Journal quickly and positively.

Journalpower also has advertisers feeling happier—and healthier!

*Never underestimate the power
of the No. 1 magazine for women...*

Ladies' Home JOURNAL
A CURTIS PUBLICATION

NO. 1 IN CIRCULATION ★ NO. 1 IN NEWSSTAND SALES ★ NO. 1 IN ADVERTISING

Fran Allison is seen live daily, Monday through Friday, on WGN-TV in a program of music, song, guests and audience participation.



Chicago's *liveliest* station!

WGN-TV originates more live local television programming than all other Chicago stations combined. Live programs are audience-building programs. They interest more viewers, insure viewer loyalty, and create the quality audiences that pay off at the cash register for you as a WGN-TV advertiser.

Live programming is just one of the many reasons why our "Serving all Chicagoland" programs bring the best in TV to Chicago audiences.

Typical live telecasts on WGN-TV include:

Midnight Ticker—comparable to any network variety show. Fridays—11:45 P.M. to 1:15 A.M.

Paul Fogarty—Chicago's *only* exercise program. Daily—8:30 to 9:00 A.M.

Garfield Goose—Chicago's favorite puppet show. Daily—5:00 to 5:45 P.M.

Polka Party—Orchestra, dancing, studio audience. Saturdays—7:00 to 7:30 P.M.

Plus many special telecasts, newscasts and on-the-spot events.



WGN-TV CHANNEL 9

441 North Michigan Avenue • Chicago 11, Illinois

\$14⁹⁵ buys
Airequip
ULTRAMATIC
SHOW-HOW
FOR YOUR
SALESMEN



AIREQUIP ULTRAMATIC
 dramatizes your sales approach,
 your service features with color
 slides. Slides change automatically with
 the flick of a finger! Slides are protected
 in sequence in compact magazines
 ready for instant use. Available at
 camera stores everywhere.

Ultramatic Viewer \$14.95
 Additional Magazines 75¢ each
 Carry Case for Viewer and
 up to 8 magazines \$5.95

Airequip Mfg. Co., Inc., Dept. SM-7
 20 Jones Street, New Rochelle, N. Y.

Please send descriptive literature on the
 Airequip ULTRAMATIC SLIDE VIEWER.

Name _____

Company _____

Address _____

City _____ Zone _____ State _____

AQ71

Sales Management

THE MAGAZINE OF MARKETING

July 17, 1959

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SALES MANAGEMENT

HIGHLIGHTS

SALES STAFF GETS THE AX—AND LIKES IT

When all Hell broke loose at Minute Maid, and even the weather played dirty, Marketing-Sales Director Howard Dick decided salesmen had to go . . . So 350 field men wound up in food brokerages, headed by former MM sales managers.

Page 56

SM PHOTO STORY: 8:15 TO 10:45 AT JOHN PLAIN

On a rigidly scheduled trip through the shipping cycle, orders at John Plain & Co. make it in 2½ hours. Photo story illustrates the key spots that build system's efficiency.

Page 40

IT'S NOT WHAT HE SAYS THAT COUNTS

The salesman who can hear what the prospect really means, or could mean, is just that much ahead. Here's how your men can be trained for that extra perception that sews up buyers.

Page 70

GET WITH THEM—IF YOU'D SELL ABROAD

Quirks in your foreign markets, tough clients, disgruntled personnel—it doesn't mean the host country's not ready, more likely you're not; you've scrimped on investigation and orientation.

Page 31

The Chas. Pfizer Co., is one international marketer that is making the grade abroad. Now in 100 countries, it enters into local scene, works through local people.

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DEPARTMENTS AND SERVICES

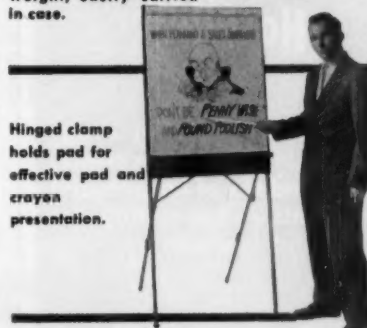
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Worth Writing for 80

JULY 17, 1959

TELL YOUR STORY 5 WAYS...

- Paper Pad Presentations • Blackboard Chalktalks
- Flip Chart Presentations • Card Chart Speeches
- Flannelboard Demonstrations



ARLINGTON 5-WAY PRESENTATION EASEL \$42.50

Send for literature
Complete with hinged clamp chalkboard, chalk, eraser.

Four paper pads	\$12.00
Flannelboard accessory	7.00
Carrying case	12.50



TRIPOD EASEL

Lightweight aluminum—holds card chart or display frame—Folds for carrying or closet corner storage. Tripod easel only (No. 121)

\$7.50

ARLINGTON ALUMINUM COMPANY

19005 W. Davison • Detroit 23, Michigan

Please send me free information on:

- ☐ 5-Way Presentation Easel ☐ Flannelboard Accessory
☐ Tripod Easel ☐ Arlington Display Frames
☐ Arlington P-O-P Permanent Displays

name _____
 title _____
 company _____
 address _____
 city _____ zone _____
 state _____

Now Available-- "Hospitalization in Short-Stay Hospitals"

Statistics covering diagnoses, surgical incidence, age and sex of hospitalized patients — basic data for hospital marketing.

Send for Your
Copy Today

HOSPITALS

JOURNAL OF THE AMERICAN HOSPITAL ASSN.
840 North Lake Shore Drive
Chicago 11, Illinois

Please send the following:

- ☐ "Hospitalization in Short-Stay Hospitals"
☐ Comparative Report on ABC Hospital Publications
☐ Sample Copy of HOSPITALS
☐ Have Representative Call

Name _____

Title _____

Company _____

Principal Product _____

Street _____

City _____ State _____

Sales Management

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Bureau
of
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Business
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Business
Publications



Magazine
Publishers
Association

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Copyright, Sales Management, Inc., 1959

SALES MANAGEMENT

To help you sell more food in the land of *gemuetlichkeit*



The Milwaukee Journal plans the biggest food promotion ever—

"Better Meals Build Better Families"

Food promotion always gets full treatment in The Milwaukee Journal, but in September there will be extra special "all out" support to get consumer buying action from what we believe is the most powerful sales promotion ever planned for the food industry—"Better Meals Build Better Families."

There'll be extra "shopper stoppers" in the food pages read by 9 out of 10 Milwaukee housewives, and full page promotion ads in color

Meetings will be arranged with all local food brokers and manufacturers representatives to enlist their support. In the Retail Journal, our trade publication going to the entire grocery industry in

this area, we will keep the trade informed on the advantages of tie-ins. *We will also make personal presentations to all major retailers.*

We believe the potential of this promotion for the food field is in box car figures—and you can depend on The Milwaukee Journal to follow through to get buying action. Ask our representatives for details.

THE MILWAUKEE JOURNAL

Always among the top newspapers in general grocery advertising
National Representatives—O'Mara & Ormsbee, Inc.

New York Chicago Detroit Los Angeles San Francisco



In Philadelphia nearly everybody reads The Bulletin

The Evening and Sunday Bulletin, Philadelphia

ADVERTISING OFFICES: Philadelphia • New York • Chicago
 REPRESENTATIVES: Sawyer Ferguson Walker Company in Detroit • Atlanta • Los Angeles • San Francisco
 FLORIDA RESORTS: The Leonard Company • Miami Beach

Your Competitors for Top Sales Job

Two predictions which merit your close attention were made at a unique two-and-one-half-day American Management Association Seminar held recently on Marketing for Non-Marketing Executives:

1. "Every company president elected from 1965 on will be a marketing man."

2. "You have been looking at a lot of organizational charts in which we seem to be trying to enlarge the size of the marketing box. We are trying to do precisely that. But the occupant of that exalted box can come from any of the functions of the company. The key question is, does he think in marketing terms? The marketing manager is not the sales manager looking ahead to become president."

We do not agree with the first prediction that every company president from 1965 on will be a marketing man. That is, each president may not have come up through sales. But, emphatically, we agree that the presidents will be marketing men in that they think first of the market.

Take T. L. Strimple, for example, now president, The National Acme Co. in Cleveland, producers of machine tools. Larry Strimple, an attorney, was head of labor relations.

"When I took over this job," recalls Strimple, "I told the chairman of our executive committee that I wanted him to set it up so I could get out and meet the customers." Strimple is doing just that.

The man who comes up through sales should have the best opportunity to become the top man in sales, or marketing, whichever it is called. As a salesman, for example, he has learned how to merchandise his company's advertising. As a sales manager he has the opportunity to develop his own plans. So the sales manager has a head start over the non-sales executive. But the fact that he has been in sales is no guarantee that he will move into the top spot.

The top man charged with bringing in his company's sales must be a rounded executive. It usually is insufficient merely to be an outstanding leader of men. Direction of the field force is only one aspect of the sales job.

The top man must be a planner. He must think in strategic as well as tactical terms. He must be familiar with corporate structures, and, in many consumer companies, he must be thoroughly familiar with packaging.

And the top man in any company of consequence is as skillful in his direction of advertising as he is in handling the manpower

Just like Newton
and the Apple



people
REACT
to the
voice and vision
of NBC in
South Bend - Elkhart
call Petry today!
WNDU-TV CHANNEL 16
BERNIE BARTH & TOM HAMILTON

COVERS

CUSTOM DESIGNED &
MANUFACTURED •



FOR

CATALOGS
SALES MANUALS
SAMPLE BOOKS
RING BINDERS
SERVICE MANUALS
WALLPAPER BOOKS
PRESENTATIONS

THE S. K. SMITH CO.
2887 N. WESTERN AVE., CHICAGO 18
NEW YORK 17 CLEVELAND 13
LOS ANGELES 46

BEING SQUEEZED?

Today's pressures on Sales Managers are crushing: trying to combat competitive new products, keeping sales turnover high, bucking your competitors' selling tactics.



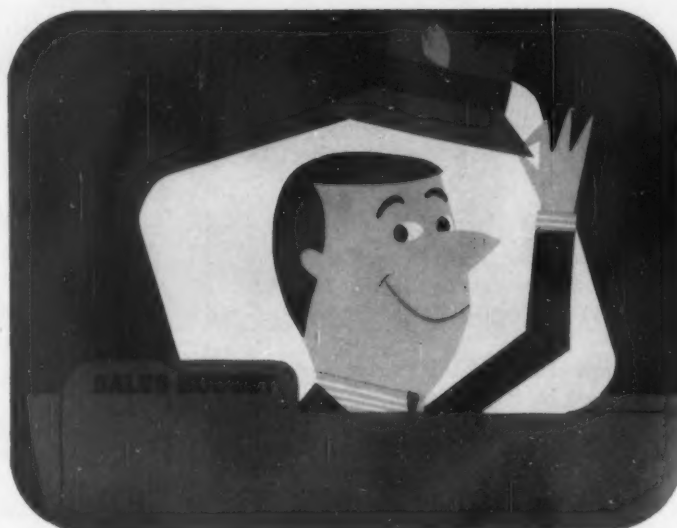
SPOT TV SELLS

Self-service retailing is here. Today's in-person salesman is your Spot TV Salesman—the effective modern-day sight-sound-demonstration and persuasion salesman.



SALES MANAGERS' STAR SALESMAN

As the right arm of your sales department, Spot TV deserves to share your sales—as well as your advertising-budget.



THE SALES MANAGERS MEDIUM

America's sales and distribution revolution is here. A new Katz Agency presentation, "The Sales Managers Medium," tells how it affects today's Sales Manager. For a showing of the full story—in your office—call our TV Sales Development Department.

THE KATZ AGENCY, INC.

666 Fifth Ave., N.Y.C. 19, JU 2-9200
Chicago, Detroit, St. Louis, Atlanta,
Los Angeles, San Francisco, Dallas

side of his job. Occasionally, you will see the advertising manager moving into the top sales spot.

"Engineers bristled and comptrollers balked," reported Business Week, at the suggestion that no non-sales people would make the presidencies of the companies after 1965.

True, the non-sales executive who persists in thinking only in terms of his specialty will almost automatically eliminate himself from the running. But so will the great leader-of-men sales executive who doesn't bone up on advertising, packaging and other aspects of the top sales chief's job run the risk of being passed over for that job, and the presidency.

The non-sales executives who attended AMA's Marketing for Non-Marketing Executives Seminar are to be congratulated for broadening their interests. So are the 225 sales executives who have just completed National Sales Executives' Graduate School of Sales Management and Marketing at Syracuse University. The NSE students studied, for example, problems in financial analysis and control. Would you, as a sales executive, be interested in courses or seminars dealing with "things a sales executive should know about corporate finance, law, manufacturing, research"?

You, as a sales executive, have learned that your toughest product competition sometimes comes from a new factor in your field, rather than from established producers. You may find a comparable competitive situation facing you on your job. Your most formidable job competitor may be a non-sales executive who has developed and demonstrated his breadth of vision.

Stockholders Look to You

The business story of the year continues to be the boom in the stock market. Prices continue to edge up and trading is in large volume.

But the truly startling news is that the number of individual shareholders in the nation has soared to 12,490,000. Today one out of eight adults owns some common or preferred stock in a publicly held corporation. New shareholders are coming into the market at the rate of a million a year.

This is big news for you, the sales executives of America. Stockholders are banking heavily on the sales ability of American executives. People look to you to preserve the dollar-value of their investments—and they are betting that you can make their money multiply faster than they could themselves.

You will find more people interested in your marketing plans. Shareholders will want to know if you are investing enough in sales manpower and in advertising to protect, and to develop, your markets.

And, above all, probably you will find millions of people with a new interest in profits—which spell dividends. Altogether, this is a healthy development.

**Your Golden
Opportunity
to Increase
Sales!**

**THOMAS
REGISTER**



- The 50th Annual Edition will exceed any previously published, both in comprehensiveness, scope and value to its paid subscribers.
- It offers a sales potential unmatched in buyer-seller traffic, unequalled in sales producing inquiries...booming in direct buying action. 50,000 items of 12,500 manufacturers will be on display.
- Schedule YOUR products for front line attention now.

Thomas Publishing Company

ABC 461 Eighth Ave. • New York 1, N. Y. ABP



**Industry's No. 1 Marketplace
of Buying Action!**

Special interest magazines

Bride and Home Readers are the most eager shoppers of them all...and advertisers know it.

If sales action is what advertisers look for, they've apparently found it in BRIDE & HOME. Because the total advertising increase for the past three issues is a resounding 76 pages...by far the greatest vote of confidence given any magazine in its field.

And the reason is diamond-bright and dollar wise. Because each issue of BRIDE & HOME, published four times a year, delivers a whole new audience of brides-to-be—screened prospects with the urgency of making their wedding and home furnishings purchases during their average period of engagement.

There is no waste here—for only girls about to be married are interested in BRIDE & HOME—no others; and on every page a prospective bride turns, she gets shopping guidance for every type of merchandise.

And there is another facet to this "immediate buy" market. In addition to cash in hand, plus gifts, BRIDE & HOME's readers represent a continuing market of prime customers. Surveys show that 30% of all BRIDE & HOME readers continue working after marriage—creating a distinctive dual income market. And a thriving ad increase to reach this audience is proof that BRIDE & HOME, like other Hearst special interest magazines, gets action from advertisers because it gives action in return.

For advertisers know that when a magazine is tailored to a specific market—can deliver a pre-sold readership—then action follows. In Hearst Magazines advertiser and reader speak a common language, and as a result editorial and advertising content work in tandem—to spark sales results and profits at the local level.



SPORTS AFIELD

BAZAAR

MOTOR

COSMOPOLITAN

SCIENCE
DIGEST

POPULAR
MECHANICS

© 1959 The Hearst Corporation

get **ACTION!**

**This sensational ad
page gain is proof:**

Ad Page Gain

Spring issue 13

Summer issue 16

FALL ISSUE . 47

Six Keys to Profits Through Action

- Hearst readers are prospects, not just suspects
- Advertising is focused where interest is keenest
- Editorial and advertising content work together
- Editorial integrity lends prestige to advertising
- Each Hearst Magazine is an authority in its field
- Hearst readers are sold—only need to be told!

Bride & Home

Fall 1959 50¢



Wedding Dresses
from \$70 to \$525

Bridesmaid's Dresses
from \$25 to \$50

Mothers' Dresses
from \$45 to \$75

How to Buy
A Diamond Ring

120 Budget
Decorating
Ideas

Save 12-15% Report
How much will
your reception cost?



**MAJOR
BOOKING**

American Druggist

TOWN & COUNTRY

House Beautiful

NEW Medical Materias

Good Housekeeping

HEARST MAGAZINES GET ACTION

JULY 17, 1959

11



TEST MARKET DATA

ISOLATED MARKET— Chicago over 150 miles away, and no overlapping with any other major trading area. A very minimum of outside daily media influences.

BALANCED ECONOMY— Over 300 manufacturers in diversified industry, plus high income farm trade area. A self-contained, self-sufficient economy with compact boundaries.

EMPLOYMENT— At highest level in six years. The Quad-City area recently was reclassified as a "B" labor market by U.S. Department of Labor. Job opportunities here are slightly in excess of job seekers.

DEPENDABLE BUYING POWER— Effective Buying Income per household \$6,402. Nearly one-half of 83,700 area households are in \$4,000 to \$7,000 middle income group.

TYPICAL POPULATION— A metropolitan population of 272,600 with 82% urbanized. Median age is 31.8 years. Representative population: 93% native born white, 5% foreign born white.

MARKETING FACILITIES— Quad-Cities is the wholesale and retail center for Western Illinois and Eastern Iowa. Large retailers and wholesalers in grocery, drug, appliance fields who aggressively promote advertised products.

COOPERATIVE ADVERTISING MEDIA—that cover the market thoroughly at reasonable cost, and will cooperate enthusiastically in a test. ROP Color daily. Split run copy accepted. Member of the Burgoyne Grocery and Drug Index, Inc. test-city group.

Quad-Cities Largest Combined Daily Circulation

**MOLINE DISPATCH
ROCK ISLAND ARGUS**

Not a Repr. — THE ALLEN-KLAPP CO.

CORPORATE CLOSE-UP



Detroit Harvester: It Divides to Conquer

Detroit Harvester Co., headquartered in Michigan's motor metropolis, is staking its future on the reverse of the adage, "Divided we fall." The company owes its continuing growth to a well-calculated division of interests among a number of industrial and consumer products.

The company began, in 1922, as a manufacturer of farm equipment. But it began planned diversification in the mid-30s when it bought the Dura Co., Toledo, makers of automotive and appliance hardware and hydraulic equipment. Within the next decade DH's sales volume shot from \$1 million annually to \$13 million.

Since '46 the company has gathered to itself other small companies. Now it manufactures in five midwestern states, has corporate divisions in Michigan, Ohio and Kentucky, subsidiary companies in Michigan, Illinois and Indiana.

Today DH makes specialized auto parts like frames, hardware and actuators for convertible tops, automatic window lifts and power seats — items that are uneconomical, because of limited volume, for car manufacturers to produce. It also makes farm equipment, die castings, permanent-mold aluminum castings, industrial pumps, power take-offs, street sweepers, power lawn mowers — and self-actuating contour beds!

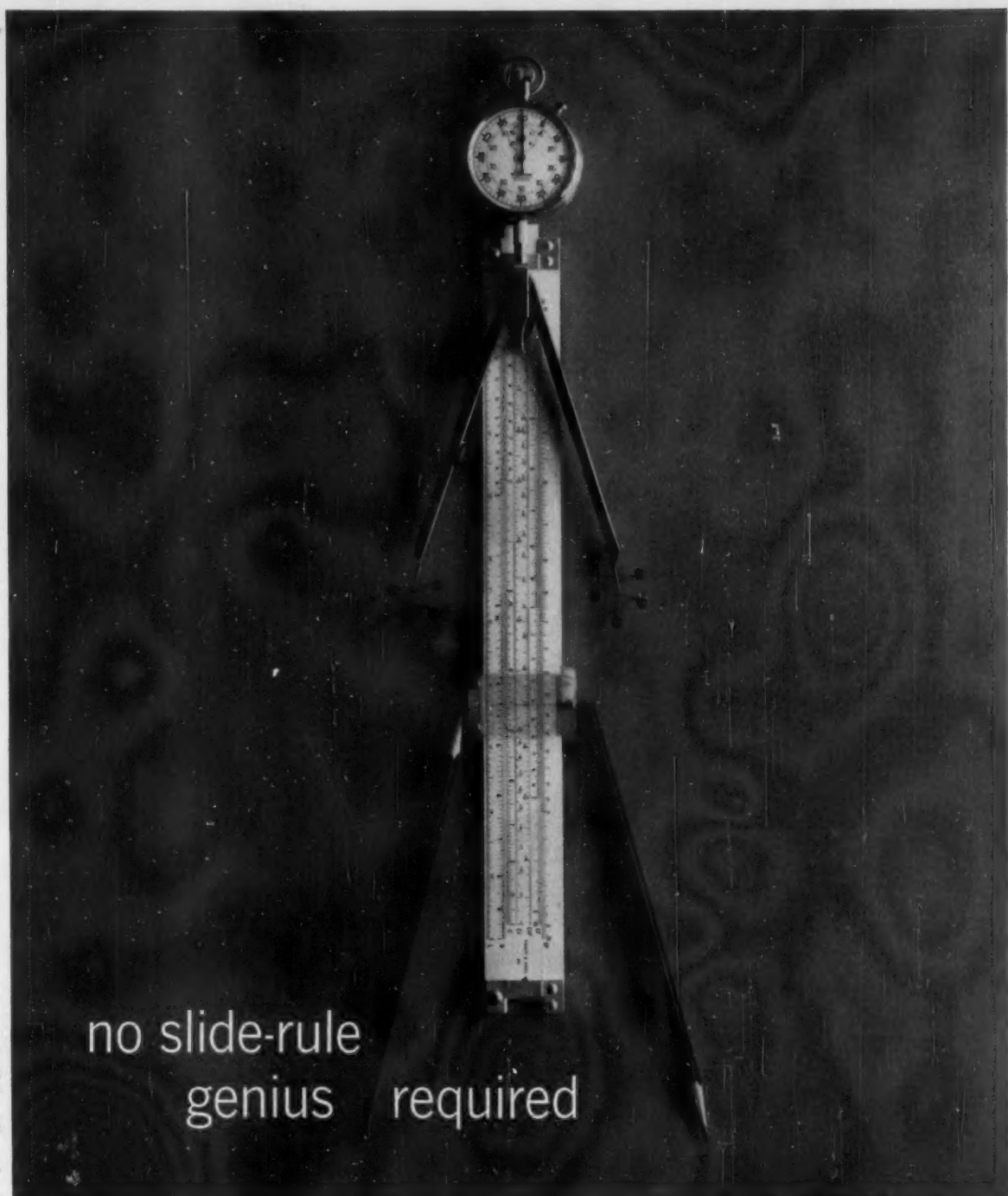
This Spring marked another DH milestone: The company acquired the Weaver Manufacturing Co., Springfield, Ill., and entered the automotive service equipment business. Weaver is a leading producer of such items as hydraulic lifts, jacks, wheel-balancing and aligning equipment, air compressors and brake and headlight testers. DH bought Weaver as part of its policy of expanding into new fields where there is opportunity for growth and profit through application of aggressive sales, engineering and manufacturing techniques.

DH president, J. Thomas Smith, counts on Weaver for a repetition of the Moto-Mower, Inc., success story (Sales Management, 3/20/59). That company, bought by Detroit Harvester, dramatically increased sales volume. DH bought Moto-Mower in '53. Four years later Moto-Mower had tripled sales through engineering improvements, streamlined manufacturing and modern marketing methods, and moved the company to fourth position in the power mower industry.

The automotive service equipment field, thinks Smith, is ripe for DH's savvy. He points out that:

1. There are some 69 million cars, trucks and buses on the nation's roads, compared to 468,000 when Weaver began operations in 1910. Industry forecasts say current figures are only the beginning. By 1970 the figure will top 95 million. It is, and will be increasingly, a rich market for repair and maintenance service.
2. Only 9% of vehicle repairs are being made by owners. The rest are handled by independent service shops (36%), gasoline service stations (26%) and car dealers (23%).
3. Much of today's equipment in stations and garages is obsolete.
4. Fifteen states have laws requiring inspection of all vehicles. Result: bigger market for testing equipment.

It looks like DH has bet on another sure thing.




no slide-rule
genius required


During the next seven days no possible combination of current weekday magazines will reach as many families in more than sixty key market areas, as next Sunday's...

Parade

PARADE... The Sunday Magazine section of more than 60 fine newspapers reaching nine million homes every week.



One of the chief responsibilities of E. F. Gibian, Thompson Ramo Wooldridge Inc., is the control of capital expenditures. His Company recently invested \$18 million to improve research and production facilities, rounding out a \$51-million capital improvement program involving all of the Company's many divisions.



Is your catalog seen by the unseen buyer?

Many of industry's important engineering executives are rarely seen by salesmen. Yet, these men may control the investment of millions of dollars spent for products and services. One such executive is E. F. Gibian, Staff Director of Industrial Engineering, Thompson Products Divisions of Thompson Ramo Wooldridge Inc. Here's what he has to say about the buying process in his company:

"In planning new production lines or modernizing existing ones, major decisions are often made months before our suppliers learn of our plans. For example, our engineers prepare specifications for machine tools largely on the basis of information contained in manufacturers' catalogs. Rarely do we call in salesmen until after this preliminary planning has been completed, and I almost never meet with them personally.

"Obviously, it is important for any manufacturer of production equipment to make sure we see his catalog while this initial screening is taking place. And I can safely say that his best protection is to have his catalog included in Sweet's. In almost every buying situation, Sweet's Catalog Files are the first place we look for the facts we need. They help us compare possible suppliers quickly and easily. Frequently, we can get all the information required to make a preliminary product selection.

"Since the catalogs in Sweet's are already filed, classified, and indexed when we receive them, we also save the trouble and expense of maintaining inconvenient files of loose catalogs. Best of all, they're immediately available...there's no need to wait for information to come through the mail.

"It's no surprise, then, that the positive information we obtain from the catalogs in Sweet's Files may well be the determining factor in selecting a particular manufacturer's product."



SWEET'S CATALOG SERVICE
Division—F. W. Dodge Corporation
119 West 40th Street, New York 18

Sweet's helps you market—the way industry wants to buy

Among The Inquirer's 1,863,000 adult readers in Delaware Valley, U.S.A.

Make a date with

**958,000
GALS SUNDAY**

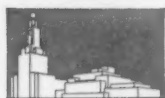


Sunday's the day for heart-to-heart talks with the 958,000 women readers who get their buying ideas from The Sunday Inquirer. What's more, these gals represent 74% of all the women in Delaware Valley, U.S.A., who read a Philadelphia Sunday newspaper.

Note this bonus: The Sunday Inquirer provides an *additional* 260,000 circulation in nearby counties. Figure that added women's coverage for yourself!

If you want to get right next to women (and what red-blooded American product doesn't?) the place to "date" them is The Sunday Inquirer. You'll find the total audience is impressive, too. Reach 1,863,000 adult readers in Delaware Valley, U.S.A., plus that quarter-million circulation beyond, in the Sunday "sales-mate" to the powerful Daily Inquirer.

For all facts and figures, send for the extract of "Philadelphia Newspaper Analysis" by Sindlinger & Company, Inc.



The Philadelphia Inquirer

Good Mornings begin with The INQUIRER for 1,352,000 adult daily readers

NEW YORK
ROBERT T. DEVLIN, JR.
342 Madison Ave.
Murray Hill 2-5838

CHICAGO
EDWARD J. LYNCH
20 N. Wacker Drive
Andover 3-6270

DETROIT
RICHARD I. KRUG
Penobscot Bldg.
Woodward 5-7260

SAN FRANCISCO
FITZPATRICK ASSOCIATES
155 Montgomery St.
Garfield 1-7946

LOS ANGELES
FITZPATRICK ASSOCIATES
3460 Wilshire Boulevard
Dunkirk 5-3557

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

Newspaper Assns. Get Together To Fight For Regional Ad Budgets

It was just a few weeks ago that several top magazines announced plans for splitting their circulations to give advertisers the benefit of "pinpointing" or "regionalizing" their advertising. Now, newspapers are answering the competitive challenge. They are getting set to tailor-make newspaper marketing proposals—both regional and national—to fit an individual advertiser's needs and budget.

To offer this service to marketers, two associations are getting together—the American Association of Newspaper Representatives and the American Newspaper Publishers Association. The AANR will supply a top-level national sales force assigned by its ten chapters in major cities. The ANPA's Bureau of Advertising will back up the sales force with research and promotional resources.

Marketers can expect to be visited by a team of newspaper representatives. They plan to show an advertiser how to meet his special needs within any budget by using a certain number of newspapers within a desired regional or national market. Specific newspapers will not be recommended, but the prospect will be given data on all papers within his marketing area to guide him in a choice of individual papers.

A Lot of Disposable Income

Today's tots, teen-agers and newly-weds will have at least three times as much to spend on the "niceties of life" in 1970 as do their parents today. And Americans, in general, will have nearly half-again as much "disposable income" by that time.

Who says so? J. Ward Keener, president of B. F. Goodrich Co. That's what he told the American

Marketing Association and he bases his estimate on such factors as:

- A predicted population rise of 40 million over the 1957 figure of 171 million.
- The average individual's presumed needs and wants will be considerably higher than today because of higher education level.
- Production by 1970 of 50% more goods and services for 23% more people.

Marketing, production and technology will have to run or revolutionize to keep pace with this growing buying power.

Loyalty to the Package

Not too long ago, as we recall, the nation's brewers were fighting an uphill battle to get the home beer quaffer to accept his brew in cans. Now, a survey by Continental Can Co. shows, that's how 57% of beer drinkers prefer it—and many of them won't have it any other way.

The acceptance of the beer can is remarkable in itself, but the fierce package loyalty uncovered by the survey is startling:

Of 5,000 people interviewed, 57% favored canned beer; 40% liked their beer in bottles. Only 3% said they used both. Showing how strongly they felt, almost 40% of those interviewed said they would switch brands, if necessary, to get the container they preferred.

Farms and Farmers Fewer, But Ag Market Still Strong

Viewed as a market for goods and services, the importance of agriculture in the U. S. economy is relatively as great today as it was 20 years ago!

The considerable decline in the number of farms and the overall drop in farm population has not

hurt agriculture as a market, says the National Industrial Conference Board. It points out that "farmer's purchases of goods and services have quadrupled from the 1937-41 level, a gain approximately equal to the growth in gross national product."

Since the late '30s, the number of persons living on farms has dropped by about one third, from 31 million to 21 million, and the number of farms has fallen by a fourth, from 6.5 million to 4.7 million. Despite this drastic shrinkage, farmers last year bought about \$40 billion worth of producers' and consumers' goods and services, compared with an annual average of around \$11.5 billion during the years 1937-41. Valued at 1958 prices, total expenditures for production and family living averaged about \$26 billion in 1937-41. Hence, in real terms, farmers bought about 50% more last year than 20 years ago.

The gains are even more dramatic on a per farm basis, according to the Conference Board. In 1958, about \$8,500 was spent per farm for producers' and consumers' goods and services—nearly five times the 1937-41 average of roughly \$1,800. When adjusted for higher prices in the recent period, the real gain exceeds 100%.

U. S. 10% Air Conditioned

Some 5½ million American homes now have some form of summer air conditioning—an increase of three quarters of a million during the past year.

According to a survey by Carrier Corp., Texas leads in total households equipped with room or central air conditioning—more than half a million. Washington, D. C., has the highest percentage (36.6%) of households with some air conditioning.

Russell Gray, Carrier vice president and general manager for home air conditioners, predicts another three quarters of a million households will have air conditioning equipment installed this year. He foresees more than 1-1/3 million room units sold at retail in 1959 and about two thirds

of these will go into residences. Another 200,000 homes are expected to incorporate central systems, a new record.

New Green Image for Railroad

The New York Central Railroad, not unlike other firms with a product or service to sell, is concerned about its "corporate image." So, to handle the visual part of creating a fresh image, it engaged an industrial design firm—Peter Schladermundt Associates.

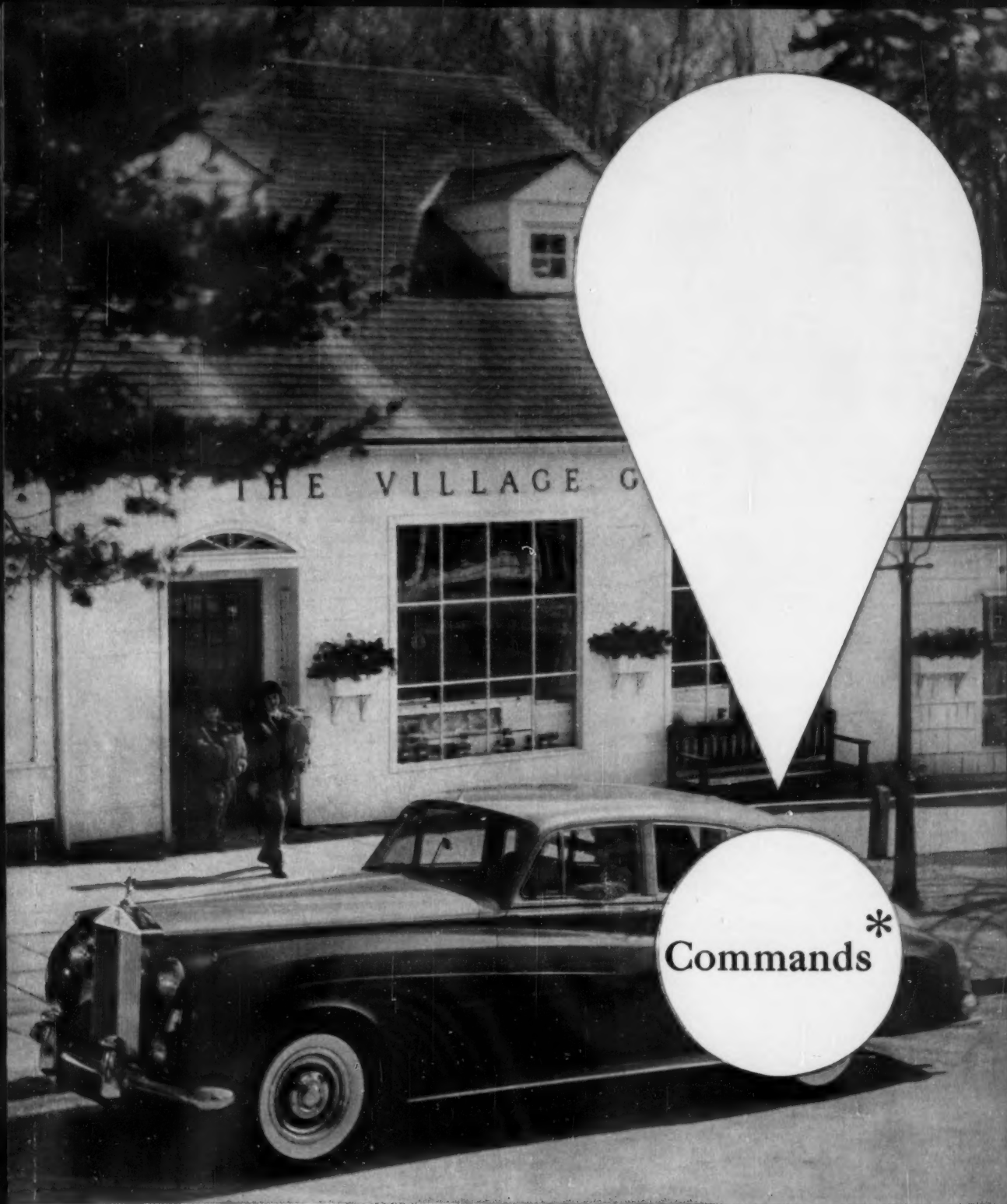
The designers tackled the box car—feeling it carries the image of the railroad with it as it travels—and they've come up with a blue-green decor. Also, they've re-designed the road's insignia, enlarging it, simplifying it. Now, both color and insignia are being weather- and public-tested, which tests may lead to adoption of the new "image" on 100,000 N.Y.C. cars.

Why are box cars traditionally red? The color weathers well and the paint is inexpensive. Apparently, the Central figures a brighter "corporate image" might be worth the costlier paint.

INTERESTING, IF NOT SIGNIFICANT . . .

Americans spent \$306 million to chew 250 million pounds of gum last year. . . . Some 5 million portable radios are expected to be sold this year in 889 models manufactured by 81 different firms. . . . People are healthier than ever today, but (or maybe because) they take more medicine. Twenty years ago, the nation's pharmacies filled 182 million prescriptions; last year they filled more than 655 million. . . .

Well over half the families with incomes of \$2,000-\$3,000 are auto owners. This jumps to about 90% at the \$5,000 a year level, and remains about the same from there on up the income ladder. . . . Only about 1 in 20 families at the \$2,000-\$3,000 level are 2-car families; at the \$5,000 level, this ratio is still only 1 in 6. But half the families in the \$10,000-and-over bracket are multiple car owners.



Commands*

Advertisement prepared by Ogilvy, Benson & Mather, Inc.



"Sales up 50 per cent in 1958. Rolls Royce credits its advertising campaign in The New Yorker with being responsible for an important share of this increase. Inspired favorable editorial comment from coast to coast."

Waithrop Brubaker Public Relations Officer, Rolls Royce, Inc.



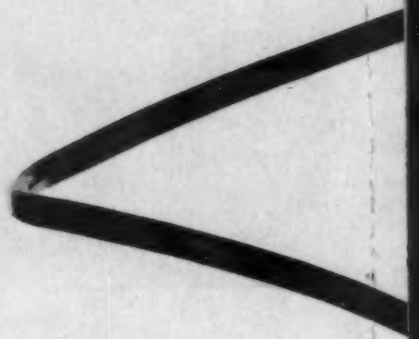
THE
NEW YORKER
MAGAZINE

in the last

18 months.

137 different

national advertisers...



Here are five important reasons why:

campaign strategy—Today the campaign is all. No individual show can do the complete job. The advertiser's ultimate goal is the total audience, all prospects—not just isolated groups. And this year NBC Radio continues to deliver more of the top campaign audiences than any other network.

pure economics—With NBC Radio you can make more advertising impressions for less cost. Further, NBC Radio can add more to an existing campaign than can any other medium. For example, an advertiser with a 90-minute TV Special can increase his reach by 28% for an 8% additional investment on NBC Radio.


program dispersion—NBC Radio gives advertisers more opportunities to reach more diversified audiences with: 44 hours of network programming per week; 14 hours of weekend Monitor; 10 hours of weeknight Monitor; 10 hours of morning dramatic programs weekly; 10 hours of afternoon variety programs weekly; Hot-Line Service; Monday-through-Friday News on the Hour; and Stardust—supplying top star identification 85 times weekly.

flexibility—Announcements are available in ninety, sixty, thirty and six second lengths. They can be ordered in the afternoon and on the air the same evening. Weekly plans begin for as little as \$300 and range to \$30,000. Advertisers may purchase entire programs, star vignettes, or a pure frequency schedule.

extra services—NBC Radio has pioneered the development of new links with both the consumer and the dealer. Among the most significant: NBC Radio's National-Local Plan with the advertiser's network commercial tailored for local dealer cut-in; editorial support such as the current "Summertime Is Outdoor Eating Time"; closed circuit dealer meetings; and a long list of inventive plans that add both reach and return for the advertiser.

These are the reasons so many advertisers are attracted to NBC Radio and why 52.1% of all reported sponsored hours in network radio are on the leadership network, the . . .

**NBC RADIO
NETWORK**



... have
signed
with
the...



Another report from the medium that's adding a new dimension to marketing

What's your estimate of this advertisement?

Factors that might produce a big response:

- New product, all-new Glo-Coat floor wax, won't scuff, spot, stain
- Famous maker: Johnson's Wax
- Advertisement, a four-page gatefold, was exposed to world's largest magazine audience

No major maker of wax, including Johnson, had ever run an advertisement with a store redemption coupon in Reader's Digest. So it was anybody's guess how many sales might result.

If the product had been a low-cost, frequently purchased item, like bread or soap, a big response might be expected. Dove bath and toilet soap and Kellogg's Corn Flakes, for example, had spectacular results from similar promotions in Reader's Digest. But floor wax is purchased infrequently. Many housewives would have plenty on hand. And Glo-Coat prices are 59¢ and up.

The first step was to show stores how the Digest promotion could mean extra sales and profits. The Digest, like Glo-Coat, is a good-profit item in retail outlets. More than 9,500 supermarkets display and sell the Digest at their checkout counters. The chains include A&P, Safeway, Kroger, National Tea, Grand Union, Food Fair.

What happened

The advertisement appeared in the October, 1958, issue of the Digest. Over the months, the coupons kept coming in, slowly at first, then in greater volume. The biggest month was January, four months after the magazine had gone on sale, when 60,000 coupons were returned to Racine. By the end of April, the total had reached upwards of 300,000 and coupons were still coming in.

As for sales, Johnson officials estimate that five to six times as much Glo-Coat was sold at full price,

Factors that might limit the response:

- Relatively high price of product compared to soap, cereals, etc.
- Not purchased frequently; many housewives would have ample supply
- Product never sold before through magazine coupon; readers not accustomed to such offers for waxes

without coupons, as was sold on the coupon deal. This result, they believe, was due to the strong interest created by the Digest promotion.

Total sales, then, from the one advertisement, were 1,800,000 to 2,100,000 cans of Glo-Coat—at 59¢ a pint, 98¢ a quart or \$1.79 a half-gallon.

Four reasons why

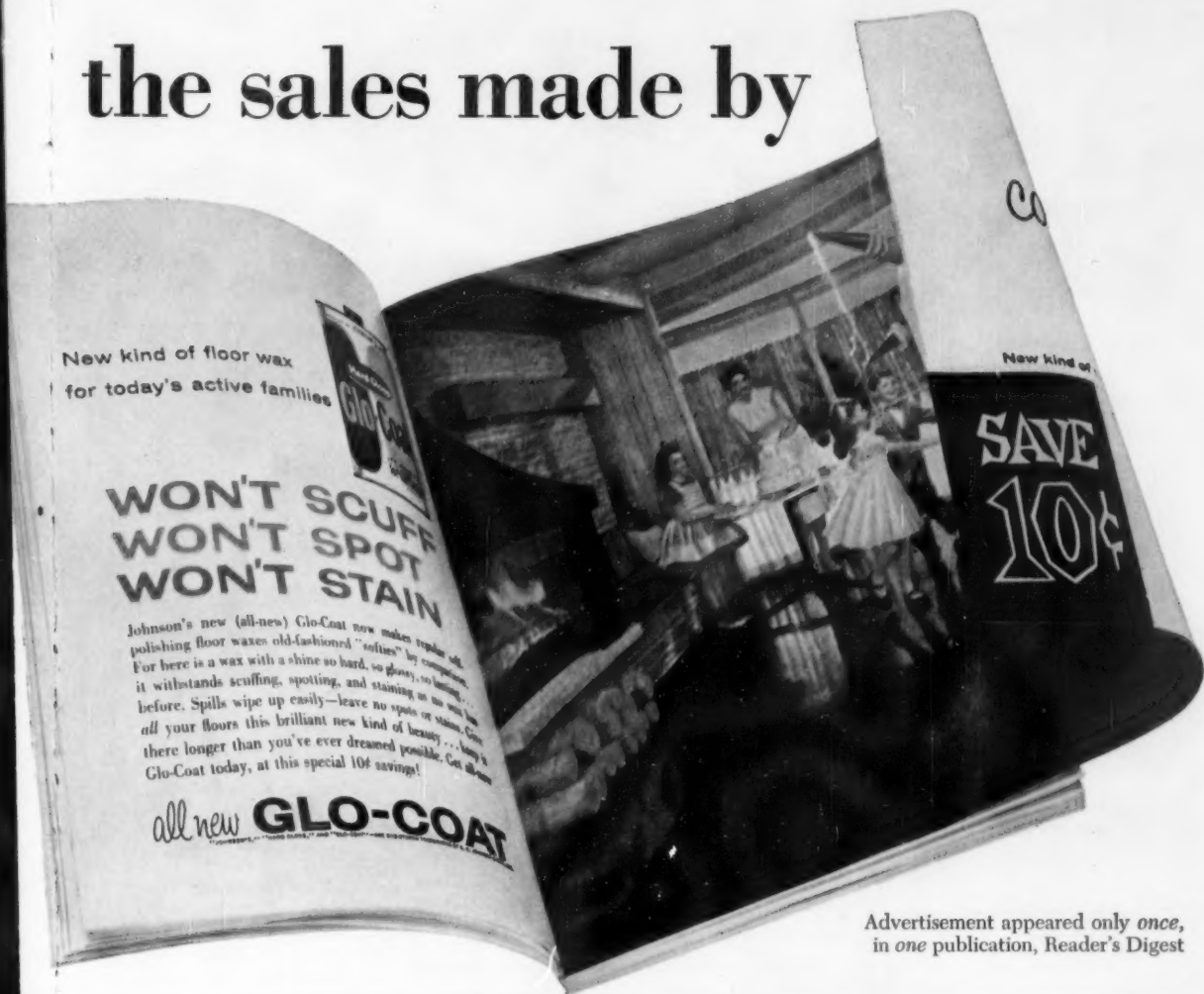
Johnson marketing men give four main reasons for the success of the promotion:

- 1 **Strong product advantages.**
- 2 **Unmatched size of Digest audience**—far greater than that of any other magazine in the world.
- 3 **High quality of Digest audience:** people who have the money and the desire to keep their homes attractive.
- 4 **Exceptional appeal of the Digest to grocery store buyers.**

This Johnson example shows once more that estimates of what can be expected from other magazine or TV audiences do not apply to Reader's Digest. The Digest has so much marketing power that it constantly breaks through estimates of "normal" response. Or, to put it differently, The Digest's huge, loyal audience reacts *far more strongly* than audiences of other mass media.

In Reader's Digest, you reach the best part of America—intelligent, prosperous families whose enthusiasm for a product can insure its success. And you can do it economically and effectively.

the sales made by



Advertisement appeared only *once*,
in *one* publication, Reader's Digest

Quick facts for busy executives

Reader's Digest offers advertisers all these exclusive advantages:

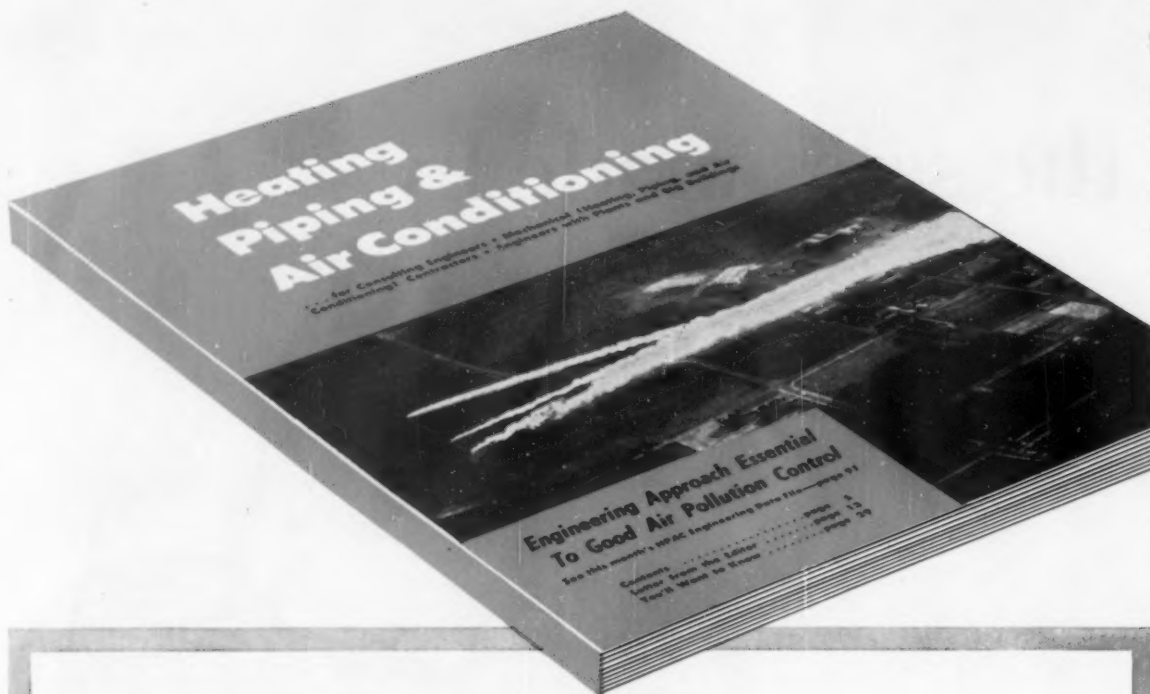
- 1 The largest established audience that can be bought anywhere.** It is larger than any other magazine, weekly, fortnightly or monthly; larger than any newspaper or supplement; larger than the average nighttime network television program.
- 2 The largest quality audience that can be found.** The Digest has more readers in every income or educational group than any other magazine. And
- 3 Discrimination in the advertising accepted.** The Digest alone of major advertising media accepts no alcoholic beverages, no cigarettes or tobacco, no patent medicines—and for any product, it accepts only advertising that meets the highest standards of reliability.
- 4 Belief in what the magazine publishes.** People have faith in Reader's Digest, in its editorial and advertising columns alike.

People have faith in

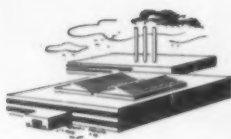
Reader's Digest



**Largest magazine circulation in the U.S.
Over 11,750,000 copies bought monthly**



EFFECTIVE PENETRATION in the **industrial—large building field**



True to its name, HEATING, PIPING & AIR CONDITIONING confines itself to these three services as related specifically to the industrial-big building field.

Result: a concentrated editorial content vital to ALL of the purchase-control factors in this market—the consulting engineers, mechanical contractors, and engineers with plants and big buildings who identifiably are responsible for this work. Individually, or in combination, they specify and/or buy virtually every product required.

Alike in another respect, they form the reader-audience of HPAC. Each is, and has been, paying for it directly, individually, voluntarily. Here's assurance—backed up by dollars on the line and an ABC-audit—that HPAC is wanted, respected, and used!

Concentrate in HPAC, the book that
 • has over 18,000 fully paid circulation
 • leads in number of editorial pages • leads
 by over 2 to 1 in advertising volume • has
 more advertisers and is used exclusively by
 more advertisers. KEENEY PUBLISHING CO.,
 6 N. Michigan Ave., Chicago 2, Illinois.

37 years timely

While looking through copies of 1922 Sales Management (in order to find some of the statistics for that year which you now compile in Survey of Buying Power) I came across an article appearing in the April, 1922 issue, entitled "How I Picked an Advertising Agency."

I mentioned this article to Mr. Block because I thought it was, in many respects, still applicable today. He evinced quite some interest in the article since we might be able to use it for promotional purposes.

Please send a reprint or photostat.

Vera R. Winston
Research Department
Frank Block Associates
Saint Louis, Mo.

► SM agrees with Frank Block Associates that the 37-year-old article of this record-breaking request is still timely. We're flattered that this company has maintained its copies of Sales Management since 1922.

reader to reader

I was interested in the question by Mr. C. O. Brown of the Champion Co. of Springfield, Ohio, about the number of separate pieces of advertising literature to include in a mailing. ["Letters to the Editors," Sales Management, May 15.]

There is no pat answer to this question. What does a satisfactory job for one organization will not necessarily be successful for the next.

For many years the book department of McGraw-Hill Publishing Co. put out mailings consisting chiefly of some ten to 15 leaflets, each one describing one or two books. Included was an order card and perhaps a short letter, all enclosed in an envelope. The theory here, as I understand it, is that when the mailing was opened, it tended to "explode" over the recipient's desk and, perhaps, on to the floor and, as he picked up the separate pieces, there was a good chance of having him exposed to more than a few books since it would be natural to look at each circular as it was picked up.

We favor the letter, circular, and order card approach. However,

we seldom include more than one extra circular.

The only real answer is for Mr. Brown to make a split mailing. Include perhaps one or two flyers to half of his list and give the full treatment to the other half. Then measure the dollar-return in orders received from the two groups.

Paul J. Bringe

Sales Manager
Milwaukee Dustless Brush Co.
Milwaukee, Wis.

are we that good?

I certainly want to congratulate you for the very accurate treatment of a subject ["Meet Bon Ami's Maintenance Woman," Sales Management, June 5] that must have been a bit difficult to handle in such a positive fashion. If we can do as well as you infer, we'll have a terrific business. At least, it looks like it is getting there.

John C. Holm

Director, Institutional &
Industrial Division
The Bon Ami Co., Inc.
New York, N. Y.

sincerity pulls best

Janet Gibbs' article [Sales Management, June 5] on "Do-It-Yourself Better Letter Program" omits the most important fact in mail promotion. That is, regardless of how many details go into the preparation of a letter, it will not mean anything unless the customer or potential customer is first evaluated as to buying habits, area, length of time in business, size of business, etc.

We are proud to say that our mail is written with a minimum of preparation but with a great deal of sincerity. That's the reason why we get an average of 15% returns from our mail advertising. I think this is proof that it's much more important to emphasize sincerity in mailing regardless of the fact that the mailings may be incorrectly headed or poorly typed, etc.

All that counts are the results — no matter how it's done — when you get poor results it's time to change.

Howard Kaplan

Vice President
Nathan Kaplan
New York, N. Y.



... you'll enjoy stopping at Chicago's

Executive House

Tomorrow's Hotel Today

CHICAGO'S Executive House, a new ultra-modern 40-story skyscraper with drive-in garage, ideally located on the edge of the famous Loop, introduces many innovations — including private sun terraces — the last word in luxury hotel living.



Write for colorful brochure

Executive House

Dept. S, 71 E. Wacker Dr., Chicago 1, Ill.
A. M. Quarles, General Manager

WRITE FOR THIS SALES HELP TODAY!

Multicard Survey



Learn all about the most economical national consumer market survey available. Quarterly mail interviews reach up to 20,000 representative families.



NATIONAL FAMILY OPINION INCORPORATED

P. O. Box 315

TOLEDO 1, OHIO

Obstacles never bother Avon Products' 85,000 sales representatives. Avon, sales leader in the \$1½ billion cosmetic industry, invests more than half its advertising dollars in spot television. Says Avon's ad manager: "Spot television pre-sells the consumer and stimulates our representatives to increased sales efforts."

Proof of spot television's selling power? During 1958, Avon sales zoomed over the \$100 million mark—\$55 million over 1953, the year that Avon first discovered the multiple sales advantages of spot television's sight, sound and motion. Today, through its agency, Monroe F. Dreher, Inc., Avon Products buys schedules in 158 markets throughout the United States.

Representing WCBS-TV New York, WBBM-TV Chicago, KMOX-TV St. Louis, WBTB Charlotte, KHOU-TV Houston, WJXT Jacksonville, WBTW Florence,



"Tough customer!"

"Not for Avon...
they pre-sell with
spot television."

All of the stations represented by CBS Television Spot Sales broadcast Avon schedules of announcements adjacent to network daytime shows and within local programs. Typically, on **WBBM-TV** Chicago and **KNXT** Los Angeles, Avon reaches 45% of all area television homes twice a week. On **WCBS-TV** New York and **WCAU-TV** Philadelphia, Avon reaches 8 out of 10 television homes up to seven times in a 4-week period. (Nielsen)

Like Avon, you can achieve superior market penetration, stimulate salesmen, pre-sell—quickly, efficiently, effectively—through the use of spot television. Our booklet, “Pre-sell with Spot Television,” tells how. For your copy, write to **CBS TELEVISION SPOT SALES**.

WCAU-TV Philadelphia, WTOP-TV Washington, KNXT Los Angeles, KSL-TV Salt Lake City, KOIN-TV Portland, and the CBS Television Pacific Network





Mr. Benedito demonstrates Eveready flashlight parts and other items which are molded of high-density polyethylene possessing rigidity and high impact strength. Union Carbide Plastics' business publication advertising is searching out new applications for this material today.

"ADVERTISING HELPS US UNCOVER NEW MARKETS"

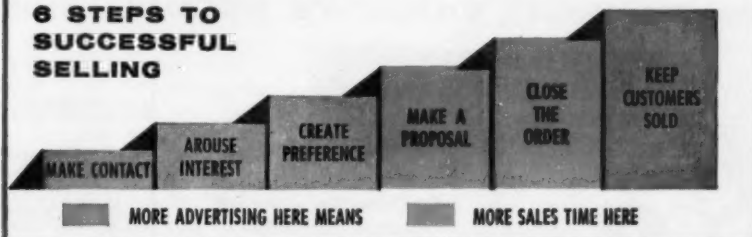
"In the fast-growing plastics field, new materials are always being developed," says John D. Benedito, Sales Vice President of Union Carbide Plastics Company, Division of Union Carbide Corporation.

"Advertising in business publications puts new materials as well as present products before important markets at low cost. Our new high-density polyethylene, for example, offers advantages not previously available in other materials. This story must be gotten out to industry at large where it can stimulate thinking on new applications."

IF WHAT YOU MAKE OR SELL is bought by business and industry, you can "mechanize" your selling by *concentrating* your advertising in one or more of the McGraw-Hill publications serving your markets. Through "mechanized selling," you contact a greater number of prospects, create interest and preference for your products.

 **McGraw-Hill** 
P U B L I C A T I O N S
McGraw-Hill Publishing Company, Inc.,
330 West 42nd Street, New York 36, N. Y.

6 STEPS TO SUCCESSFUL SELLING



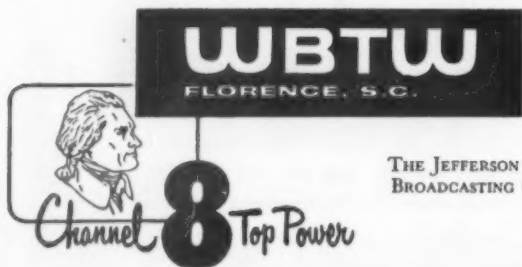
"SECOND can be beautiful"

South Carolina's more than 2½ million citizens cannot possibly be covered by the first TV market stations alone. WBTW offers you easy access to South Carolina's second sociable million, united and made amenable to your message by first class television service, largely free from effective competition. Check NCS #3 totals for South Carolina TV stations. One good look and you'll agree "Second can Be Beautiful."



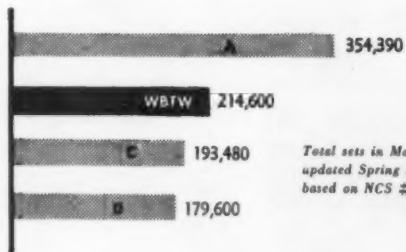
Miss Carolyn Melton of Cheraw, S. C., exemplifies southern charm by winning runner-up honors in the 1959 Miss Universe contest held at nearby Myrtle Beach. Each year during the annual Sun Fun Festival over 65,000 people enjoy the sun and surf on the beautiful coast of South Carolina.

Serving South Carolina's SECOND Biggest TV Market

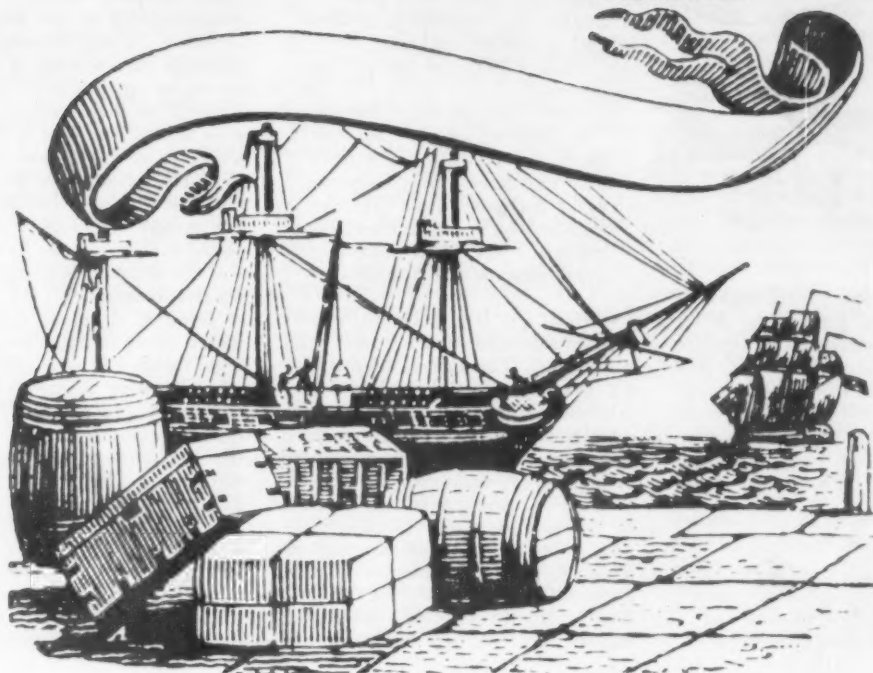


THE JEFFERSON STANDARD
BROADCASTING COMPANY

represented nationally by CBS TV Spot Sales



*Total sets in Markets —
updated Spring Set Count
based on NCS #3 coverage*



Anything Can Happen When You Start to Sell Abroad

Does an unhappy transplanted wife drag your man home? Do your best foreign clients decide to deal with "local suppliers"? Does your overseas staff figure, "This country isn't ready for us yet"? Here's a guide to planning—to ensure success overseas.

By JAMES SEAMAN
McKinsey & Company, Inc.

There's a Lorelei across the seas—strumming enticing melodies to American businesses in the mood for expansion . . .

And while some takeis answer the call just for what they can get—fast—many are looking for the long-term relationship. Some make it, some don't.

Why?

A big factor in successful operation abroad lies in the organization of overseas sales.

Let's assume that our firm is in the light manufacturing category, intending to erect a plant abroad. This company expects to sell 90% of its production to industry in the host

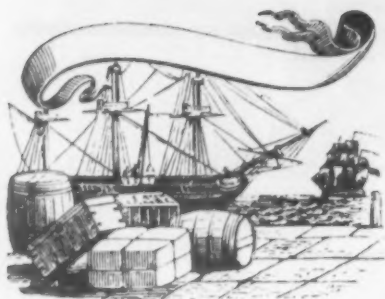
country. Surplus production will be used to develop nearby export markets, with the idea of eventually establishing manufacturing operations there too. Company management is enlightened and has invited local capital participation in the venture, realizing full well that the alliance has corporate and public relations value as well as advantages in channeling local information.

Naturally, there are quite a few steps to take before actually leaping overseas. Ordinarily, the mechanics for building an organization abroad are pretty much the same as they are here at home; but there are some major pitfalls and great care should

be taken to avoid them.

Defining the market—accurately—is important. You must predetermine market size, product quality and style required to serve the market, purchasing power as well as purchasing habits of potential buyers, and channels of distribution.

There are several essential, basic differences between American and foreign markets. In a great many cases our ideas on quality standards or customer needs can't be applied to the overseas market. In many cases products suitable for the U. S. market are not suitable for foreign markets. General Motors, for example, recognized that the Chevrolet was not



suited to the narrow streets, high fuel costs, and lower purchasing power abroad and so markets the Opel in Germany. In Lima, Peru, the fine quality of European clothing is appreciated by the elite, but the average white-collar worker cannot even consider buying clothes of quality comparable to U. S. or European standards.

Firm A:

This company established a small subsidiary in Latin America to manufacture candies and cookies. Sales management rec-

ognized poor grades offered in local market and saw opportunity to capture great share of market by upgrading quality and improving packaging.

Sales didn't even get off the ground.

Why? Poor market definition. The majority of the populace could not afford even slightly increased prices and new packaging increased costs far over standard bulk distribution. Increased quality interested only small segment of the market.

Market size is an obvious, important consideration that is occasionally overlooked. The success of many of our manufacturing operations is dependent on the low unit-cost stemming from a high degree of machine utilization. Naturally such machinery as high-speed, multicolor printer-slot-ers, used in box manufacture, would be a luxury for a manufacturer planning to produce for a country such as Ecuador, whose population is only about half that of New York City and has a greatly reduced purchasing power.

Channels of distribution in the host country must also be examined closely. What happens to our case-in-point, manufacturing for the industrial buyer, when the manufacturer finds that, although his company is accustomed to securing nationwide coverage through an independent distributor, it is now confronted with a market where no distributors of this type are available? Naturally, it will be incumbent upon the firm itself to cover the market effectively, and planning for such coverage can be made easily — if the situation is recognized before operations begin.

The area of pricing policy also demands close scrutiny because of the wide variance in what might be called normal pricing practice from country to country. In Europe, for instance, quality seems to outweigh price as the decision-making factor for the consumer. The reverse is true in Latin America. In several countries, particularly in some Latin American countries, credit terms assume great significance and often force price and quality into secondary roles.

Many nations have considerably more government control of prices

Pfizer Sinks Sales Roots Worldwide

TO GET sales growth abroad, you've got to give.

Or, as Chas. Pfizer & Co., Inc., would put it: "To go international . . . got 'local.'"

Going local means sowing seeds and sinking roots. It means, in each country, becoming part of the local life and economy.

On this approach, in eight years, Pfizer has reached out to—and into—100 countries of the Free World. In the process it adjusts operations to local customs, it sponsors grants and fellowships to raise local professional standards. And it builds organizations on local management.

In 1949 Pfizer observed a very quiet centennial: More than 90% of the year's \$47.5 million volume—mainly in bulk chemicals—was domestic. And even in the U.S. and its native Brooklyn, Pfizer was remarkably unknown.

But then emerged an era of branding and expanding.

Under a new president, John E. McKeen, Pfizer scientists discovered such "miracle" drugs as Terramycin, and a vigorous management team set out to advertise and sell them. Pfizer built animal medicines and feed additives into, today, a \$20 million business. (More recently it has gone into proprietary or "family" medicines.)

And Pfizer became "world-minded." In his current annual report, John McKeen tells stockholders that, at the start of 1951, "not a single Pfizer employe, or sales branch" existed, "not a single Pfizer product was being produced, packaged or labeled outside the United States."

Today: 7,500 International employes of 50 nationalities—half of all 15,000 Pfizer employes—work in a world divided into five "autonomous areas." From Rio de Janeiro, Mexico City, Folkestone, England, Rome and Hong Kong, the area managers or "viceroys" direct a total of 35 branches

or affiliates: 11 in the Western Hemisphere, 12 in Europe, six in Africa and six in the Far East.

Last year alone, Pfizer International's employe group was expanded 40%. At least 99% of the 7,500 are natives of the countries in which they work. More than 2,200 of them are engaged in sales and in "detailing" promotion with hospitals, doctors and clinics. (Nearly all sales- and detailmen are college graduates, with a working knowledge of physiology and medicine—and then of Pfizer's products.)

Pfizer stockholders have seen a slide film showing detailing teams in India, girl detailers in Turkey and Siam, a promotion group in Germany, a veterinary team helping a farmer in Mexico. To meet its needs in another part of the world, Pfizer is recruiting from some 600 native Africans who are now studying in American colleges.

And on the financial side, while total corporate sales have nearly quad-

than we have in the United States and the resultant inflexibility in pricing destroys its utilization as part of the competitive package. Legal (and illegal) pricing agreements between companies also occasionally affect the degree of flexibility.

A large degree of local authority is necessary for the successful foreign operation and home-office management must recognize this. The local office has more pertinent know-how for the day-to-day operating decisions that must be made with speed, and it cannot operate effectively if the home office withholds reasonable responsibility. On the other hand, it is absolutely essential that the home office be kept fully informed on all matters that will influence policy decisions. Only home-office management is in a position to establish policy for subsidiaries, since only at the home office can total impact on the entire operation be gauged. The foreign subsidiary must be viewed as an integral part of the operation and not a separate entity.

On this score, sales-reporting systems should be designed to broaden management's understanding of inter-

national operating conditions. Such sales reports should feature information that will broaden general knowledge and skip the particulars required for routine decisions only.

There are, then, several extremely significant areas that must be thoroughly examined as a prelude to establishing the sales organization abroad. Such factors as product quality and style, market size and potential, purchasing power and habits, distribution channels, and pricing policies may not be lightly dismissed abroad any more than at home. Unfortunately, experience in the U.S. does not yield the answers to related problems abroad. Outside assistance is called for.

Statistical information on foreign markets is normally readily available from several sources, and in many instances these sources are eager to help and go beyond mere perfunctory assistance. The United Nations has assembled myriad data, cross referenced by country and by industry, as has the United States Department of Commerce. Embassies, through their commercial departments, are very useful sources; trade associations and

such organizations as Puerto Rico's Economic Development Administration are anxious to be of help; international advertising agencies are excellent sources of information.

It is also very desirable that top management spend as much time as possible in the country selected for expansion activities—prior to taking any formative organizational action—in order to get a feeling for the culture of the host country. This "feeling," plus some vital information, hints and suggestions can be picked up also through communication with advertising agencies operating abroad; business firms, both competitive and noncompetitive; the local bankers and local legal counsel. And local capital participation may provide a value far greater than its obvious financial advantage, in contributing to this accumulation of local insight.

Probably the most important key to success, and it is in this area that the successful foreign operations are noteworthy, is the selection of personnel. Statistics have shown that it costs between \$35,000 and \$50,000 a year to maintain each American employee

(continued on page 82)

By "Going Local"

rupted from \$60.8 million in 1950 to \$222.7 million last year, Pfizer International sales have soared at an even higher ratio, from \$10 million to \$86.4 million in the same period. This year's International target is \$100 million.

John J. Powers, Jr., v-p of Pfizer, and board chairman and president of the International subsidiaries, has seen the overseas efforts also produce their share of total corporate profits (\$24 million in 1958). Now, without pausing for breath, Pfizer is completing a \$35-million, 30-month expansion program abroad.

Here's how some of these dollars help to nourish the economy of one country:

Since 1956, Pfizer Argentina, S.A., has produced pharmaceuticals near Buenos Aires. (It now has 600 employees.) But a new production complex there, now building, embraces basic-chemical, pharmaceutical and animal-feed supplement plants. Construction costs alone will total \$8.4 million.

"Into more than 100 lands," John Powers emphasizes, "we intend to sink our roots so strongly that no one can dislodge us."

In 1958 Pfizer offered \$350,000 for research grants, fellowships and awards, to stimulate creativity and strengthen professional standards in 31 countries. These ranged from travel grants to attend U.S. medical symposia and \$6,000 a year to a London medical school, to \$13,800 to the American University at Beirut, Lebanon, for research in "infectious disease and parasitology chemotherapy" and \$4,800 for studies in animal husbandry and poultry at universities at both ends of Australia.

In Africa, among others, Pfizer contributes to the clinical work of Dr. Albert Schweitzer . . .

"Supply" can get complex. In other industries demand may be anticipated, but pharmaceutical companies never know where a flu or polio epidemic may strike . . . and until enough plants are built in enough

strategic locations, Pfizer's Belgium depot must meet part of India's needs; England must serve Burma; Viet Nam and Indonesia get theirs the long way round, from Panama.

The regional or national manager has to be equally resourceful: In Chile he buys a Bonanza single-engine plane to tote detailmen and merchandise to remote Andean aeries . . . In Mexico and Siam, when doctors are too busy to be seen by day, he sets up a night detailing system . . . In Turkey he finds himself bartering Terramycin and chemicals for molasses and raisins.

In some countries, trying to sell feed supplements where there is no feed industry, the managers proceed to organize one.

John Powers stresses the fact that Pfizer's worldwide growth will be in direct ratio to its ability to develop "future leaders." Pfizer International has launched "an imaginative on-the-job training program for personnel who can take advantage" of these opportunities . . . "The pool of abilities in this cadre of leaders" increasingly will "challenge top management to extend company activities in di-

(continued on page 84)



Meet the "Boss of the Year"

When Don G. Mitchell joined Sylvania Electric Products, Inc., as v-p in charge of sales in 1942 (now he's president), the company sales that year were \$32 million. They rose, in '45, to a wartime peak of \$126 million. It was Mitchell's task to prevent Sylvania's sales, in the post-war period, from dropping back to the leaner, pre-war levels. He did it by developing a distribution organization and sales force capable of handling a peacetime volume comparable to the huge wartime sales force. So well has he succeeded in keeping his company's sales climbing (about \$400 million annually now), that recently, before a combined meeting of the Sales Executives Club of New York and the Young Executives in Sales, he was chosen the first "Boss of the Year" by the latter organization. Mitchell is a leading exponent of decentralization. He believes it is a vital aspect of managerial development and a leading factor in developing sound management-employee and company-community relations. His own career has been a varied one: After a short period as an instructor of mathematics in a New Jersey high school, he joined McGraw-Hill Publishing Co. as an advertising salesman, later became manager of the company's industrial site service bureau. In '33 he became manager of the Marketing Division of American Can Co. Still later he was v-p in charge of sales for Pepsi-Cola. He left Pepsi to join Sylvania. Better sales management and better selling, he believes, could push the nation's annual total of goods and services to \$500 billion in 1960.



Traveling Man

John L. Bricker may, at the moment, be somewhere west of Laramie. He's recently joined Colgate-Palmolive Company as v-p of marketing planning, a brand new title with the company. And as the man responsible for contributing to the development and implementation of strategic marketing plans he's taking first things first. In this case first things mean a grand tour. Bricker packed up his old kit bag and set out on a nationwide swing, visiting every facet of his big company's operations, gathering vital statistics, sizing up operations as he goes. Out of all his research will come recom-

mendations of overall marketing objectives and plans for development of corporate marketing policies. In addition he'll contribute technical advice and guidance to divisional marketing executives in various phases of their marketing programs. Headquarters will be New York. Until he went to work for Colgate-Palmolive he was executive v-p and a director of Outdoor Advertising, Inc. The kit bag is almost full. Soon he'll be emptying it on executive desks. John Bricker is returning to Colgate's fold: In the early '50s he was the company's director of merchandising for toilet goods. Later he was v-p of marketing, Whirlpool Co.

AS WE GO TO PRESS, BRICKER HAS BECOME COLGATE'S CORPORATE V-P FOR MARKETING, SUCCEEDING STUART SHERMAN WHO HAS RESIGNED BECAUSE OF AN EYE DISABILITY.

They Got Him off the Golf Course...

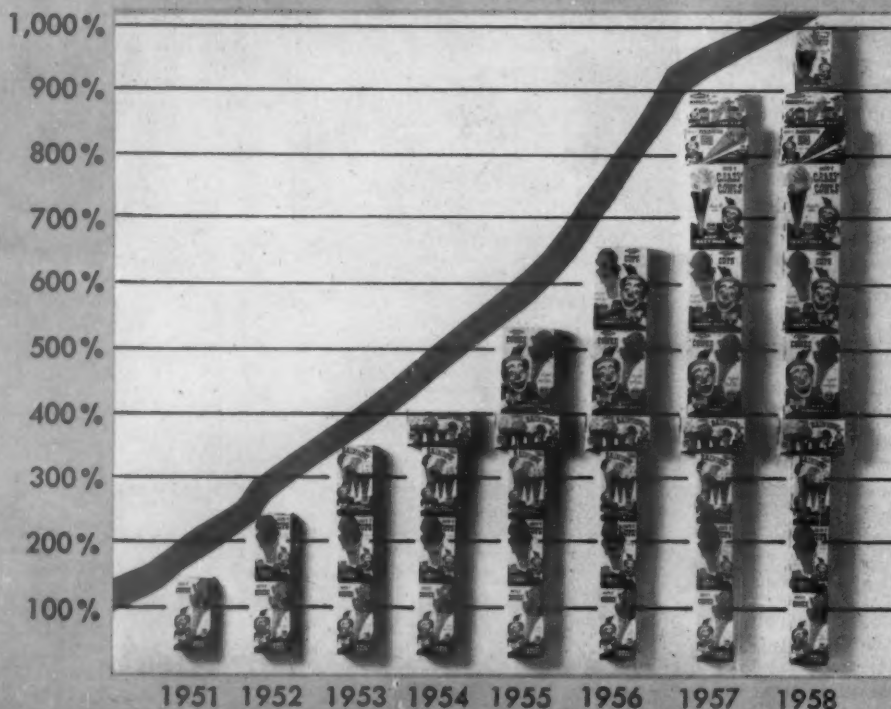
When Russell, Burdsall & Ward Nut & Bolt Co., 115 years old, recently elected **John S. Davey** v-p in charge of sales, the news came to him on Scotland's famed St. Andrew's golf course. His intended eight-week vacation shrunk to ten days as he caught the next plane home to Port Chester, N. Y. At the moment he spends 12 to 14 hours a day managing the 100 or so people who report to him, but he hopes to cut this down to ten or 12 when he gets used to the job. His company operates four plants coast to coast, employs 1,500 people, sells "upwards of \$25 million annually." RB & W makes more than 250,000 types and sizes of industrial fasteners. Engineer-salesman Davey draws no distinction between selling and application engineering, one of the plus values his company offers its customers. "Where," he asks, "does engineering stop and selling begin?" He provides technical counseling to the company's sales engineers and assists customers in proper fastener applications, product design, assembly techniques. An authority in his field, Davey serves on more than a dozen committees of various technical societies. Before taking on this new job he was in charge of research and engineering. He has also, in his 30 years with the company, been in sales. And he's convinced that 90% of fastener abuses in industry are born of basic misunderstandings of the function of the nut and bolt. One of his first moves after moving into this job was to announce a major program of pricing simplification. A teetotaler, he switched from Martinis to No-Cal several years ago.



How Safe-T Baking Woke up Its Sleeper

When ice cream cones started down the dead-product drain, two marketers decided to butt in . . . With shrewd promotion, packaging and merchandising programs, they brought a quiet company to nearly \$1 million sales, put ice cream cones back in business.

**Steady Sales Increases Have Followed Safe-T's
Introductions of New Products and Packs**





CLOUDS OVER HAPPYLAND? Maybe, but to most small fry Scoopy the Clown means fun—and this fun doubled Safe-T Pacific's cone sales right off the bat. Luckily, this well-known

and popular fellow has dozens of doubles, in fact, it's common practice in the company's promotions for a salesman to take over Scoopy's nose, clothes and happy antics.

FOR a while, there, it looked as though the ice cream cone was on its way out.

Rising costs that followed World War II killed the long-popular nickel cone in most drug stores and at most soda fountains. And big changes had come about in ice cream marketing: gallonage sales of ice cream had moved heavily to the super markets.

Many people in the cone industry were ready to bury their product with a "too bad . . . but it had a merry life while it lasted." But two young men, Arthur Graham and Lorne Stanley, disagreed. They felt the patient could survive and prosper—and were sure they could prove it.

They've done just that. As president and director of sales, respectively, for Safe-T Pacific Baking Co. of Redwood City, Calif., they have brought their company from a standing start at the end of the forties to nearly \$1 million in gross sales annually. Their biggest gains have been made in the past six years—years characterized by shrewd, gay promotion. And ice cream cones are not only good for scoops of ice cream.

The market picture viewed by Graham in 1951 was not pretty for makers of ice cream cones. At that time more than half of U.S. ice cream was being

sold in super markets. He studied this trend and saw opportunity instead of calamity. Then he hired Stanley to help him reach a new goal:

If ice cream is moving from the drug store fountain to the super market, why not follow it? This idea was already being explored by the parent firm (Illinois Baking Corp., Chicago), but Graham decided to pursue it further. After all, sales of half-gallon bulk packs were climbing. Families were insisting on larger frozen-food compartments in their new refrigerators; many were buying home freezers, too. Didn't this indicate that many families would be keeping large quantities of ice cream on hand at home? And what better, neater, fuss-free way is there to eat ice cream than from a cone?

Cones would have to be sold in handy, carry-home packs, Safe-T's officials decided. And grocers would have to be sold on carrying this new and unfamiliar item. Stanley knew there were two tricks to be accomplished.

First was a favorable profit-structure for the grocer. Cones offered that. Next necessity, Stanley knew from prior experience in the folding box business, was an attractive, sales-compelling package.

Eager to begin testing its theories on super market sales of cones, Safe-T Pacific launched its first trials with a package which did a good job of identifying the product, but, admittedly, was not the total answer. Meanwhile, Stanley and other company officials hob-nobbed over questions about cones and their companion product, ice cream.

What does ice cream mean to most consumers? Surely, it isn't a staple food. Ice cream is a refreshment, a dessert, a treat. Ice cream, Safe-T's executives decided, was a symbol of fun. Therefore, the ideal package for ice cream cones would be one which somehow projected this idea of fun. Safe-T's packages, Stanley decided, must have a visual symbol that meant fun. Numerous ideas were tested and discarded until the company finally hit upon the perfect feature—a cheerful clown. Called "Scoopy The Clown," he was teamed on the firm's next package with a picture of a cone top-heavy with pink ice cream. Sales promptly doubled.

As the accompanying pictograph shows, this decision set the pattern for the company's fantastic sales gains. Introduction of each new package, with attendant product developments, pushed sales volume higher. Sales in-

creases for the company's other departments, the drinking straw and soda fountain supply sections, kept pace.

Safe-T's fountain salesmen, for instance, reported increasing demand for cup cones. If soda fountain customers want cup cones, the management decided, wouldn't housewives like them, too? Cup cones were added to the home-pack line and promptly rocketed from zero to 5,000 cases in 30 days.

As the first year of its new push ended, two things happened that convinced the cone-promoters they were on the right track. The parent company gave them a freer hand in policy-making for their own area. Next, the home office began adopting the same package changes Safe-T Pacific had pioneered.

Now Safe-T Pacific's management team, keeping compelling packaging as an integral part of their program, launched a marketing effort that is still going on. The program is characterized by the following:

- Recognition of the super market as the major purveyor of ice cream and thus keying all promotions to

the grocer's interest and profit.

- A continuous program of tie-in displays and in-store demonstrations of cones, ice cream and such related items as dessert toppings.
- A steady stream of display material which will help grocers sell both cones and ice cream.
- TV and radio advertising which spotlights Safe-T's brand character, Scoopy The Clown, for maximum shelf recognition.
- Clever, consistent use of premiums related to the product.
- New recipe uses for ice cream cones and cups.
- New non-ice cream uses for cone-like products and other Safe-T products.

In creating its packages, Safe-T Pacific aims at two major targets: sales appeal and convenience for the grocer. Design has been a major factor in both instances. For instance, Safe-T cartons are printed in a unique "two-faced" manner, so that grocers can display them either standing up or on their long sides.

Safe-T offers a wide variety of products to gain entry into any market. When it found competition strongly entrenched in some stores with the conventional types of cones and cups, the company brought out a radically new multi-colored "Crazy Cone." This item, in line with Safe-T's concentration on profit for the grocer, got the firm into new outlets and gave the store operator a higher-than-average margin per sale.

Profit margins, indeed, have been a strong selling tool for Safe-T Pacific. Average margin for food store operators on the 3,250 items they sell, is about 16%. Less than a thousand of these many items, actually bring in this average margin. The rest of the store's wares are sold below average or even as loss leaders.

Ice cream cones, Safe-T points out, bring the grocer a profit margin of 30% and more. This, plus the fact that ice cream also is a high-profit item, usually made it easy for both Safe-T Pacific and its grocers to start thinking along companion-item promotions.

"Ice cream cones were originally the spur to widespread consumption of ice cream in this country," Graham and Stanley reasoned, "so why shouldn't they help multiply ice cream sales in super markets, too? After all, anything that sells more ice cream will sell cones, too."

Ideal for this type of promotion was the miniature cup developed by Safe-T's parent firm, Illinois Baking. Holding just enough sample ice cream to stimulate, but not satiate, appetites, these tiny cups were perfect for in-store giveaways.

► Safe-T Pacific made the small cups available to ice cream makers who wished to stage special demonstrations in super markets. In return, grocers concerned have been happy to provide space for ample Safe-T cone displays. The demonstrations not only sold both cones and ice cream, but also uncovered a latent consumer demand for the midget sample cones.

When customers asked if such cones could be purchased, the company obliged by adding still another retail package to its line: midget cups. These are now promoted as specialties for serving babies and young children, for holding custard, fruit salad, canapes and other "finger food" items.

Interest-provoking display materials have aided Safe-T's sales too. Most selling to retailers is handled by the company's aggressive broker organization but for Sales Director Stanley there is no greater thrill than to stride



DESIGN FOR CONVENIENCE is a major element in Safe-T Pacific packaging. With "two-faced" printing, grocer has choice of stack arrangements.

into a buyer's office towing a gigantic eight-foot tall inflated plastic ice cream cone or one of the firm's other out-sized point-of-purchase sales aids.

"With the right sort of display aid, and well-packaged products," Stanley gloats, "it isn't a question of acceptance but rather 'how many cases will get me that?'"

If ordinary display ideas fail, then Safe-T can always turn to a flesh-and-blood aid in the person of its Scoopy The Clown:

For his sponsors, Scoopy has become much more than a mere trademark character. To thousands of children he has entertained in super market demonstrations, Scoopy is a living symbol of the fun and festivity connected with ice cream cones. In such appearances he joyfully presides over mammoth displays, gleefully giving away free cones filled with ice cream supplied by a cooperating dairy firm.

On other occasions Scoopy is loaned out for community events and store openings. The service nearest his firm's heart, besides his effect on its sales, comes from the safety talks the clown gives to children in schools, club meetings and hospital wards.

"Kids recognize and love Scoopy," Stanley says, "and they remember his messages about safety. For association with our company, we're lucky in the word safety, but we feel quite sincerely that it is a privilege, through Scoopy, to help reduce traffic accidents."

► One wonderful thing about Scoopy (both for kids and his sponsors) is that he can have dozens of doubles. Usually—on TV and in most public appearances—his greasepaint grin and costume are donned by a trained professional performer. When necessity demands, however, company salesmen and broker representatives are more than glad to assume the role of Scoopy. Costumes are kept available for this purpose and there's never any shortage of volunteers for a spur-of-the-moment show.

"No clowning about it," concludes Stanley, "Scoopy is our best salesman."

Running the clown a close second, however, are the self-liquidating premiums which Safe-T features on its packages. At various times the company has offered such varied premiums as salt and pepper shakers, a clown-shaped cookie jar, ice cream scoops and many other enticements.

Sometimes these premiums are attached to the package, at other times they are available upon order by mail. Each Safe-T package usually offers at least two premiums, headlining

one on each "box top" end. Each package also features "trading card" reproductions of Scoopy and recipe suggestions.

When the ice cream scoop is attached to the package for a special deal, the promotion is usually priced to sell in combination with ice cream, thus giving the grocer a bonus sale. Some premiums have far exceeded the company's expectations. In the two and a half years since Safe-T first offered its ceramic salt and pepper shakers (shaped to look exactly like two filled midget Safe-T cones, complete with brand name) consumers have ordered over 100,000 sets.

► Graham and Stanley feel they are just on the threshold of countless new uses for their products. Coming projects include a corn-flavored cup to hold hot foods like chili, a cone made of fertilizer components to hold nursery plants (buyers may simply plant "pot" and flower, too), and Chinese fortune-cookie cones with a printed fortune in each cone.

No Safe-T product seems to be im-

mune from management's desire to experiment. Not long ago, top officials gazed thoughtfully at the clippings from their straw-making machines. They had already added such extra attractions as candy-stripping and pure-white paper to their drinking straws. But the little tubular waste clippings bothered them. Surely there ought to be some profitable use for a springy, free-flowing material like this?

► Safe-T's answer was to patent and promote the straw clippings as a protective packaging material. Several leading department stores and electronic firms already are taking all of the straw clippings the company can produce. More customers are awaiting the installation of machines which will do nothing but produce this one-time "waste" material.

"We don't feel we've come anywhere near exhausting the possibilities of our products for home or industry," says Stanley. "There seem to be dozens of uses around every corner—and we're going to keep turning corners looking for them." ♦

With "Safe-T First," in Cone Making

Safe-T Pacific Baking Co. attained its own corporate name and status in 1951 after several years as West Coast manufacturing branch of the Illinois Baking Corporation of Chicago, Ill. In that role it was making cones and straws, of course, but it was not prospering; cone sales at soda fountains were declining.

New marketing practices dramatically changed the picture for the revamped company. Sales began climbing sharply upward until, today they are 900% higher than they were in 1951.

Safe-T Pacific operates as a virtually autonomous affiliate of Illinois Baking, serving the nation west of the Rockies, Alaska and Hawaii and selling across the Pacific as far away as the Orient. The parent company, Illinois Baking, sells all over the world. Combined sales of the two organizations run into millions annually, from sales of ice cream cones and cups, soda straws, flexible drinking straws and paper cups. When 50-year-old Illinois Baking started, only the old-fashioned rolled sugar cone was made. The corporation is credited generally with originating the modern pressure-baked cones which first lent themselves to modern mass production. The term "Safe-T first," referred to the way the makers built extra strength into their cones, a safeguard against breakage.

Safe-T Pacific has just completed a modern plant 25 miles from its original San Francisco location. This new structure, located at Redwood City, Calif., on the San Francisco Peninsula, has doubled the firm's capacity.

It's Possible: A 2½-Hour Shipping Cycle

That's all it takes John Plain & Company of Chicago, big national wholesale distributor, from opening the order to shipping it.

It's not a question of months, weeks, or even one day. From the time a mail order is opened at John Plain & Company, Chicago, until the merchandise arrives on the shipping platform "ready for the truck," just 2½ hours elapse!

It happens with every order, every day. When it doesn't, S. W. Faierson, John Plain's operating manager, finds out why—and in considerably less than 2½ hours.

John Plain & Company is a leading wholesale distributor of gifts, home-ware and apparel. The Dealer Division serves 54,000 merchants in smaller communities across the nation. For industrial accounts, engaged in premium and incentive programs, Plain maintains a separate Premium and Incentive Division, warehouse and shipping cycle.

The method by which the company processes the tremendous daily load of orders for over 14,000 in-stock items is unique. The speed with which the company accomplishes this is amazing!

Faierson sums it up this way: "A long time ago, we convinced ourselves that unless we deliver the best possible service-package, we cannot hope to maintain our leading position."

Sales Management took a close look at the John Plain shipping cycle. In fact, we followed a typical order through the entire, fast-moving, highly efficient process.

After catching our breath, there was little doubt that this rapid-fire shipping cycle lies at the heart of the John Plain operation.

It has become a highly effective sales tool—the company merchandises it throughout its advertising and promotional campaigns.

For the manufacturer, the "quick-ship" can mean a potent service bonus!

See for yourself. Follow an average order through an SM photo-presentation of what may prove to be a vitally new dimension in your service-package.



THE MORNING MAIL brings in 75 to 800 orders, depending on the season. These are grouped in blocks of 100, which travel together through John Plain & Company's amazing 2½-hour shipping cycle. Each block has scheduled arrivals at all processing points.



IN SCREENING PROCESS, the order is scanned for special instructions, item numbers, warehouse designation and number of shipping labels required. Orders for valuable items (rings, furs, etc.) receive special marking because they are stored separately. Orders for more than one warehouse are marked "consolidated."





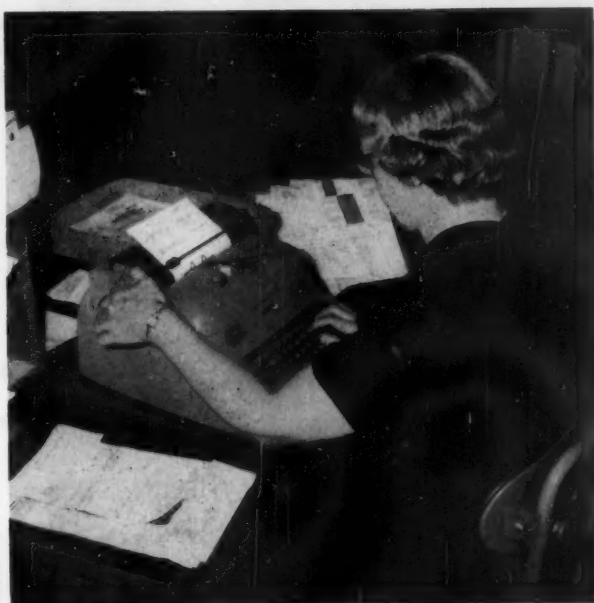
IN INDEXING, customer's card is pulled from geographical listing. The file card contains a special plate from which the order itself and shipping labels are addressed. Credit data on the file card is transferred to the order. The order activity is stamped on the card, and it is refiled.



CREDIT CHECK ensures that the total value of the order is within the customer's established credit limit.



HERE, SPECIAL ORDERS for "drop-ships" are prepared. Orders for rings, guns, etc., are re-routed for special handling.



CLERICAL DETAIL COMPLETED, the orders are gathered for actual distribution to Plain's three warehouses. Paperwork is held to a minimum by using the customer's own order throughout, as master.





EACH ORDER BLOCK is distributed to the proper warehouse pick-up desk, where groups of orders are assigned.



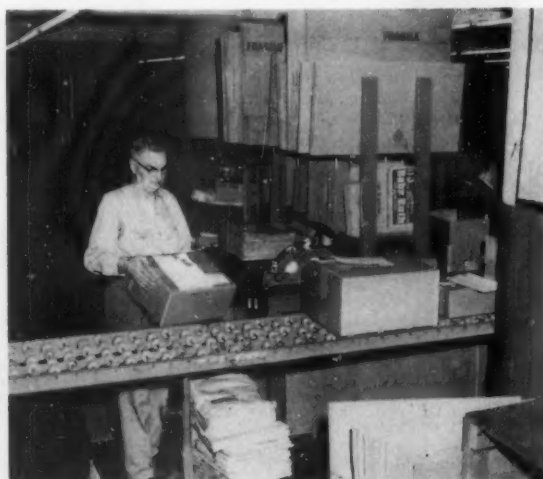
THE PICKER "RUNS" the aisles selecting the ordered merchandise. The company carries more than 14,000 in-stock items.



PICKED ORDERS are checked for proper merchandise, color, size, etc., and then forwarded to the packing bench.



AT THE PACKING BENCH, the pieces are verified against the customer order, packed in a carton, and shipping labels affixed.



COMPLETED AND PACKAGED, final order is placed on a conveyor belt to be forwarded to warehouse's scaling operation.

U. S. Army Redstone Long-Range
Missile Artillery. Range 200 miles.

It's Loaded

with buying power . . .

THE INDIANAPOLIS AREA*

● Count down. Then . . . stand back!

Here's where the Indianapolis area "blasts off," straight up!

Retail sales in this rich, populous 45-county area are larger than the retail sales in each of 23 different states!†

Take metropolitan Indianapolis alone. It ranks 8th in retail sales per household . . . and 13th in effective buying income per household . . . among the nation's 33 largest metropolitan areas . . . populations over 650,000.†

The key to this rich Indianapolis market is The Star and The News. They cover Indianapolis like a nuclear warhead, and mushroom your message throughout the 45-counties. Write now for full market details.

†Sales Management, Survey of Buying Power, 1959

*THE 45-COUNTY TRADING AREA
THAT'S BIGGER THAN YOU THINK!

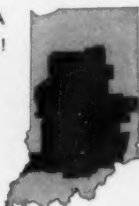
Population: 2,152,000

Income: \$3,823,053,000

Retail Sales: \$2,466,255,000

54.9% By

The Star and The News



STAR
Morning & Sunday
NEWS
Evening

KELLY-SMITH COMPANY
NATIONAL REPRESENTATIVES





WEIGHT IS DETERMINED, and the required postage indicated on the customer's package to facilitate next step of the cycle.




INDICATED POSTAGE is pasted on the package, which is then sent to a loading point in company with other packages.



THE PACKAGE IS LOADED into a floor vehicle with others in the block, sent to loading platform.



FLOOR VEHICLES, bearing the completed block of orders, are loaded into a truck bound for the post office only 2½ hours after the orders were opened.



It would take 1,000 salesmen,
making 10 calls each per day,
more than 11 years to make
as many face-to-face contacts
as you get from 1 ad page
in 1 issue of the Post. Alfred
Politz' study of Ad Page
Exposure proves: 29 million
times each issue, someone
turns to your ad page in the Post!



A Curtis Magazine

Can You Name the Trademarks?

At the recent annual meeting of The United States Trademark Association it was revealed that many trademarks — some of them the most publicized — do not have product identification. And some of them even promote competitive products.

It all came to light when Hoyt Howard, consulting art director, introduced a "Name the Trademark" game. Of 136 participating members of the Association — all so-called specialists — only one could correctly identify all of the 26 trademarks shown here. Numbers of them identified some of the trademarks with competitive products.

The Heinz "57" was the trademark identified by more of the participants than any other trademark (126 correct answers, representing recognition at the rate of 93%. See scores page 86).

According to Howard, previous tests among trade and consumer groups gave both Four Roses and Cadillac much higher ratings. Before the Four Roses trademark came out with a shield, it was always in first place. Cadillac dropped from third place to sixth (94% to 87%) since

other automobiles borrowed the use of the "V."

There's the case of the bust of an old gentleman, which has long been the trademark of a famous brand of whiskey. He has been mistaken for Ben Franklin, representing a magazine founded in Philadelphia, and for Noah Webster, representing the publisher of a dictionary. Too often, Howard maintains, he is identified with brands of whiskey other than the one he really represents.

► The same can be said of another well-known trademark which shows a small boy, lighted candle in hand, about to "retire" for the night. Thirty-nine out of 53 people who recently played the game, gave credit to competitors of the automobile tire company that has sponsored the lad since 1906.

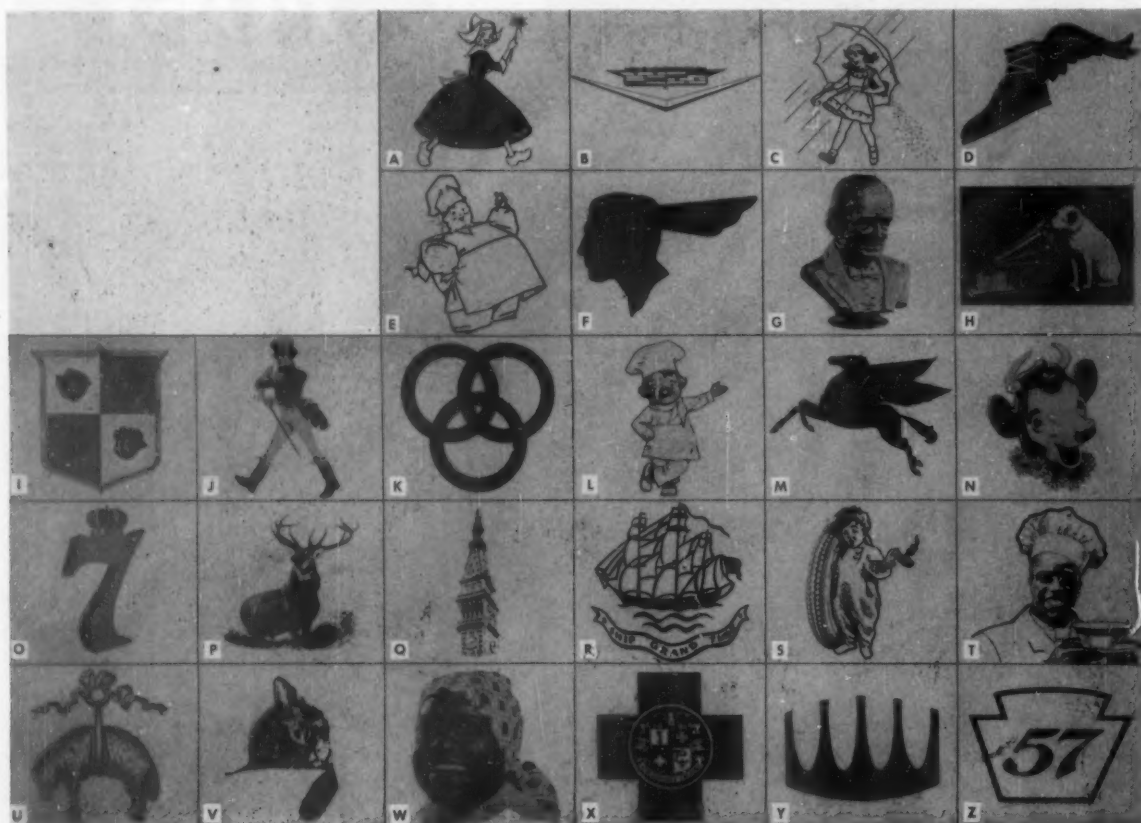
Then there is the picture of a stag which has the job of selling a well-known name in the insurance field. It often is identified with rum and beer, hunting equipment and even the Elks Club. And the old-style drawing which shows a lamb cradled in a rib-

bon band, the trademark of a world-famous men's clothing establishment, wins true recognition at the low rate of three out of 53.

Another example: It's the picture of a cat, half hidden under covers of a Pullman berth—a well-known trademark but one which is all too often related to railroads other than the railroad for which the cat works (or sleeps). But most discouraging, according to Howard, is the incorrect identity given to numbers of trademarks representing cake flours, crackers and cooked cereals.

"Apparently," says Howard, "the owners of these trademarks are spending millions of dollars every year to promote the products of their competitors. Why? Because, although much time and effort is spent protecting trademarks, there is not enough time and effort spent in testing them. No matter how well designed, clever or otherwise, appealing, a good trademark must be exclusive. It must stand up to the tests that prove that it is exclusive."

(See page 86 for correct answers to the test shown here.) ♦



In the New York market 1,900,000 News readers are suburbanites

The Daily News has 460,000 more readers in the suburbs than all other New York City morning papers combined; and 980,000 more than all evening papers combined!

Forty percent of metropolitan News readers live in the suburbs, and men readers outnumber women—990,000 to 910,000.

Source: Profile of the Millions—2nd Edition, a comprehensive and authoritative study of the New York City and suburban markets. Call any News office for a presentation.

For years certain New York newspapers have claimed the suburbs as their particular game preserves. They check trains, and find their sheets the favorites of commuters on the 8:12, or sometimes the 5:34. They send girl researchers to ring doorbells, and tally up top coverage among the first families of East Oilsump, Conn.

The New York suburbs are a big deal, with some 6,000,000 population, nearly as large as the second and third U.S. cities combined—and not to be pressured with peanuts. Only The News has enough spread and weight to make sales in the corner store, the shopping center, the showroom, and to pull women into mid-Manhattan stores.

When New Yorkers move to the suburbs, The News is one habit that goes along. It is preferred breakfast fare in Stamford and Saddle River as well as Stuyvesant Town. It gets first reading from commuting husband and stay-at-home housekeeper. And no other medium delivers so much sell for the money.

Details? Any News office can fill you in.

THE NEWS, New York's Picture Newspaper

More than twice the circulation, daily and Sunday, of any other newspaper in America.

News Building, 290 East 42nd St., New York 17—Tribune Tower, Tribune Square, Chicago 11—155 Montgomery St., San Francisco 4
3460 Wilshire Boulevard, Los Angeles 5—Penobscot Building, Detroit 26—27 Cockspur St., London S.W. 1, England



sell a
QUARTER
of a
MILLION

- ☒ professional businessmen
- ☒ discriminating buyers
- ☒ community leaders
- ☒ sports enthusiasts
- ☒ frequent travelers
- ☒ independent investors
- ☒ home-owners



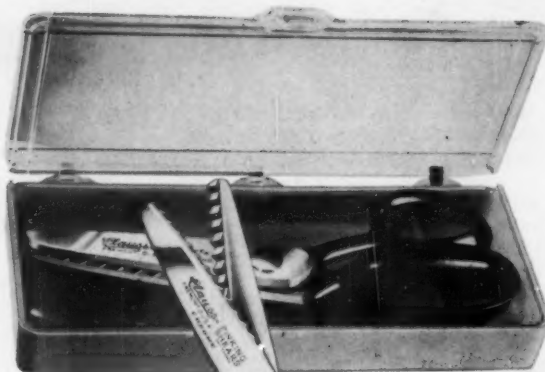
sell a quarter
of a million
DOCTORS
every other
week in the

AMA NEWS

The Doctor's own Newspaper

Published by the
American Medical Association

535 North Dearborn St., Chicago 10, Illinois



Peek-A-Boo Box Hikes Sales 10%

The use of transparent styrene boxes to package pinking shears increased acceptance of the product as a gift item and lifted sales by ten percent—with the result that the manufacturer, Clauss Cutlery Co., Fremont, Ohio, adopted similar packaging for other items in its line of precision instruments.

A pioneer in this type of packaging for shears, Clauss adopted it for these reasons, according to Assistant Sales Manager, L. J. Halen: "The plastic protects the shears during shipment, gives gift appeal, provides the customer with a means of storing the shears. A great many types of packages were investigated before we selected our present plastic box but we found that in most cases they did not give adequate protection."

An added consideration is that the plastic is lighter, for shipment, and less expensive than the leather case formerly used.

GIFT APPEAL is gained by packaging pinking shears in styrene boxes. Ease in shipping, home storage are pluses.

Stores like the plastic cases because they keep the merchandise clean and enable customers to see the contents which "sell" themselves, an important factor in view of the shortage of sales personnel.

Clauss manufactures an extensive line of cutting instruments, including dressmakers' shears, sewing scissors, garden shears and pinking shears in various sizes. The firm's products are distributed mainly through wholesale distributors in the hardware, drug, stationery and florist fields.

(The packaging material is by Monsanto.) ♦

The Bad Word Is "Quota"

"In working with people in the heavy construction equipment market we found that the bad word is 'quota.' They don't like it. But 'sales goals' O.K. So in this field, served by our publication, Construction Equipment magazine, we stay away from 'quota' like the plague.

"In fact, in this and in all fields we find it pays to resist strongly the temptation to use in research terms — 'the universe,' 'standard deviation' and so on. As soon as you introduce a phrase

a man doesn't readily grasp, you reduce contact. So we talk his language, even avoiding in many cases, the use of such a commonly used term as 'market potential.' Instead we say 'the total amount of business now available.' It's longer but more specific."

From a speech made by Arthur H. Dix, Vice President in Charge of Research, Conover-Mast Publications, Inc., before New York Chapter of American Marketing Association.

Look to General Outdoor for Hi-Fidelity **REPRODUCTION**



*General Outdoor's creative experts
are leaders in the exacting art of faithful reproduction.*

For instance, this Sara Lee outdoor display, another GOA innovation, took months of painstaking work in GOA's giant studio. Being a food product, the illustration had to be realistic—look good enough to eat. With astonishing craftsmanship and imagination, a giant transparency was created—all the

painting being done on the *reverse* side of a huge pane of plate glass. At night, back lighting gives the illustration visual impact through an extra dimension and a high degree of visibility. This display is just one example of the kind of work available in General Outdoor plants.



Erich Leps

Born in Tallinn, Estonia. Studied at the School of Applied Art, the Pallas Academy of Fine Arts. His pictures have been seen in exhibitions, reprinted in art magazines, and purchased for both private collections and art museums. Mr. Leps came to the United States and was self-employed as a portrait painter and art teacher. Mr. Leps has been with GOA for three years.



John Svaniga

Born in Buehlovice, Czechoslovakia. In Vienna he studied scenic painting, interior decorating, portrait painting and church mural painting. In 1913, Mr. Svaniga came to Chicago and for 10 years was a GOA pictorial painter. Leaving GOA, he became a free-lance commercial artist doing water colors for lithography. In 1954, he again joined GOA to become a pictorial painter for the cutout rotary.



Joseph Tomanek

Born in Straznice, Czechoslovakia. At the age of 22, he moved to Chicago and studied at the Art Institute, spending a year in Europe on a traveling scholarship from the Art Institute. Returning to Chicago, he joined the Thomas Cusack Company as a pictorial painter. Leaving Cusack, he spent 25 years painting large church murals. In 1953, he joined GOA.



Luigi Sampieri

Born in Comis, Sicily. His father was an artist and interior decorator. In this environment, Luigi developed a proficiency as an interior decorator, scenic painter and portrait painter. He has held a number of exhibitions of his work both in landscape and portrait. He joined the Vepaco Outdoor Company in Caracas, Venezuela, as a pictorial painter before coming to Chicago and joining the pictorial group of GOA.



Sergio Delgado

Born in Monterrey, Mexico. Mr. Delgado studied at the St. Carlos Academy of Fine Arts in Mexico City. He entered the commercial field of art, painting displays for motion picture theatres—mainly Metro and 20th Century Fox—using the air brush technique. Later, he moved to GOA Chicago and entered the school for pictorial painters. His work is known for its "spirit," and pure, fresh color.



David Friedman

Born in Mahrisch-Ostrau, Austria. Mr. Friedman studied at the Academy of Fine Arts, Berlin. He has had many exhibitions of his work and has painted portraits of many famous people. In 1947, he moved to Israel and became a pictorial painter in a sign shop there. Later he came to GOA Chicago and entered the training school for pictorial painters. He is now with GOA in St. Louis.

How General Outdoor Makes Selling a Fine Art

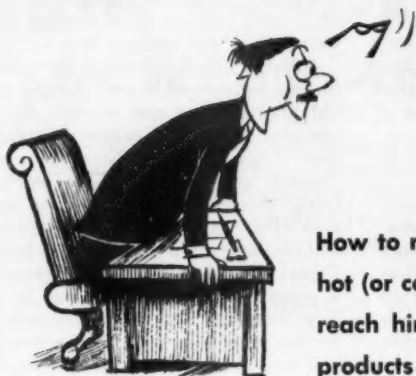
GOA, knowing the importance of faithful reproduction in handling illustrations—especially food illustrations—imports European-trained mural and fresco artists. Under these old masters, trainees work to develop new ways of dramatizing product presentation—employing new materials and fresh applications of the old.



Covers 1700 Leading Cities and Towns

General Outdoor Advertising Co.

515 South Loomis Street, Chicago 7, Illinois



Samples Must be Sampled!

How to make sure your sample gets there hot (or cold) . . . who to reach and how to reach him . . . the extra details that get products off plates — sales in your pockets.



As told to Etna M. Kelley
By HOWARD C. BOERNER
H. C. Boerner, Inc.

The best salesman for a product is the product itself—which means sampling. But a sample offered is not necessarily a sample used. The whole operation can fizzle without the proper presentation.

In our food brokerage business we consider samples so important that we've developed certain techniques for distributing them at all levels: to buyers, to retailers and their personnel, to members of the press and other media, and to consumers. We want to hit users of our clients' products and sellers—and we want to make sure that they really try the products.

Let's start with sampling to wholesalers and chain buyers. These people are obviously prime targets for sampling. To get them to try the products in their offices is often difficult, but it can be done with care and planning.

All our men use insulated containers for products which should be tasted hot. With these they can bring samples, heated at home, on the first call of the day, or can bring the product direct from our office testing kitchen.

In other cases we have arranged to have products prepared and served to the buyer at the cafeteria where he usually lunches. Then again, we've used his own testing laboratory. The important thing in all cases is to present the product in the best possible condition—warm, appealing and appetizing. The buyer may take only one or two bites, but we want to make sure they represent the product

at its best.

And here are some additional pointers:

Timing: Tie the presentation to a holiday or other special occasion, such as the Fourth of July, Labor Day, Easter (or the Passover season). Such occasions are naturals for special presentations—and holiday moods are apt to be gayer and more receptive than usual.

Dress up or in some other way make the presentation special. This can be done through the container, for example. When introducing Swift & Company's Frozen Brown Fried Chicken, in early summer, we delivered a package in an inexpensive picnic basket, along with a frozen Sara Lee (also a client) cake and with Minute Maid (another client) lemonade. In combination these were considerably more appealing than they would have been separately, yet the expense was not great. And we directly suggested the use of all these products for picnics.

Make friends with the buyer's staff, especially the girls. Sometimes we send a product, like a frozen pie, to a buyer with the suggestion that he have the girls in the office try it. In such cases, we make a point of furnishing enough for everyone. We usually heat the pie first and send it in an insulated bag—and we usually include hot coffee.

See to it that key people in retail stores try the product. We don't assume that because a store stocks an item, personnel has tried it; and if they haven't tried it, they can't be expected to push it convincingly. So our field men (merchandising staff) will buy a product in a store, open it there and pass samples around. If necessary, they prepare the item in a nearby diner, serve it warm. We like to think that after tasting such products the store people will be more likely to give finest display space and perhaps recommend them to customers.

Food editors are good people to get on the side of your product. The goodwill of women's page editors, radio and television broadcasters and other members of the "food press" is valuable, especially for spreading the word about new products. We try to get all of them to try new products as soon as possible. This is handled for us by the Lynn Farnol (public relations) office, through parties, luncheons and samples sent to homes and offices.

We use a great many different methods of getting the public to sample. The two main categories are store demonstrations and coupons. Most store sampling operations are handled by professional demonstrators, who have trained staffs and supply the necessary serving equipment. But we do have certain ground rules for ourselves. For example, we buy and pay for not only whatever is served, but

MEETING COMING UP?

Here's a Pack of Ideas

Handy, pocket-size booklet contains reprints of some of the most popular articles on meeting planning that have appeared in *Sales Meetings*.

**32 pages—more than
14 articles**

CONTENTS

What I've Learned from My
11,000 Speaking Engagements
Put Small Groups to Work for
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Why Doesn't Brainstorming
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Buzz-Write Workshop Insures
Participation
A Conference Is a Contest—
Do You Win Or Lose?
If It's Worth Saying It's Worth
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How Bankers Become Good
Speakers
43 Ways to Excite Interest in
Your Meeting Objectives
For the Modern Meeting
Planner: Guide to Styles,
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Good Audiences—Made Not
Born
It's Real Work to Plan
Women's Activities
Your Planning On-the-Spot
Program Change Is Valuable
How to Get the Most
Out of Hotel Service

Send 50 cents in coin to:

Readers' Service Dept.

SALES MEETINGS

1212 Chestnut St., Phila. 7, Pa.

also aluminum foil, Scotch Tape or anything else needed in the course of the demonstration. Thus the grocer suffers no loss as a result of the event. Then, as a precaution, our field representative checks with the store manager, reminding him of the forthcoming demonstration ahead of time. (Sometimes a chain's buying office announces the event in a bulletin, which the store manager may fail to note, or note too late for adequate preparation.) Our field man makes a point of being on hand at the beginning of the demonstration to get it off to a good start.

These occasions offer useful opportunities to check consumer reactions. We often bring back to our clients such comments as "Too salty," "Rather bitter," or suggestions on pricing or packaging. Of course such opinions may apply to the New York market only, but they merit consideration.

Coupons are used in newspaper or magazine advertisements. They may be redeemed for cash at the time the shopper pays the grocer for the merchandise. Shoppers like this plan and it ensures a high rate of redemption. Some grocers, however, complain of the time and effort entailed in handling, even though they are reimbursed by the manufacturer.

Another method is to have the shopper mail the coupon, with proof of purchase (box top or label) to the manufacturer or to a clearing house which specializes in such work. In return the shopper receives a cash rebate or a coupon good for a discount on the purchase of another unit or

even a different product in the same line. This is a fine system, except that shoppers sometimes forget to take the necessary step toward redemption. One advantage to us is that the plan provides a channel of communication with consumers, an opportunity to send a recipe or other promotional device, or a coupon good toward the purchase of still another item.

Coupon offers are useful in introducing a new product or putting an old product in a new market. They can also be used to bolster distribution. They are usually announced through advertising, and the advertising should be pinpointed to the area. For example, if you wanted to win customers in a given area in New Jersey, you should put the coupon in a paper circulating there, not in a New York City paper. Another point: If your sales curve is rising anyway, you probably don't need a coupon offer. Use it only in areas where you're weak.

Summing up, sampling is an idea selling technique. But be sure that whatever you're distributing is a good specimen, delivered in proper condition. (If a frozen food, pack it in dry ice; if refrigerated, pack in an insulated container.) Inject a little excitement into the manner of presentation—such as through the container, or a complementary item. Be gracious—whether the giving takes place in a store demonstration or through delivery by a company representative. Following these principles may entail extra care and expense, but it pays dividends in good-will and sales. ♦

Plate-to-Palate Expert

Howard C. Boerner, head of the food brokerage house bearing his name, knows whereof he speaks on the subject of sampling. And with good reason, since the food firms he represents have given away, under his auspices, astronomical numbers of samples.

Five years old in May, the Boerner organization is credited with having attained 99.3% distribution for its clients in the New York area, and with being responsible for 20% of the frozen foods found in New York stores. Yearly volume is \$30 million and the firm hopes to increase this to \$50 million within the next twelve months.

Formerly sales director for

Minute Maid, Boerner left there to start his own business when it became apparent that selling through the firm's own staff was expensive, in comparison to selling through brokers. (See "How to Fire and Keep Your Salesmen," page 56.) Unwilling to lose the advantage of direct control of sales personnel or the opportunity to gather vital market information, he founded his own brokerage firm, with Seabrook Farms his first account. Among other Blue Chip accounts served by the company are College Inn, Kitchens of Sara Lee, Snow Crop, Star-Kist, Schrafft's Candies, Spice Islands, Stouffer's, Swift's Premium and, of course, Minute Maid.

STARTING THIS FALL

UNITED AIR LINES BRINGS YOU THE DC-8 JET MAINLINER—WORLD'S NEWEST AND FINEST JETLINER

Newest, biggest, roomiest, quietest of all the jets. That's the DC-8 Jet, built by Douglas, designed to United Air Lines standards specifically for airline use. Extra care and knowledge born of 3 decades of passenger service attended every step in its building and thorough testing. Result: more reason than ever for calling United Air Lines.

EXTRA CARE HAS MADE IT THE BEST OF THE JETS



SPECIAL SERVICES FOR SALES MEETINGS

United Air Lines can offer you expert advice on travel arrangements (including charters), promotional ideas and special display materials to help make your sales meetings, incentive programs and conventions the most successful ever. Just call your nearest United Air Lines office for complete information.



MULTIPLY THE USEFULNESS OF SALES MANAGEMENT

Now your back issues of Sales Management can be a cinch to locate and preserve. Keep them in the new Sales Management loose-leaf binder.

Your collection of issues will always be at your fingertips, organized, in sequence, ready to go to work for you at a moment's notice.

You can bind in and remove issues quickly by means of flexible steel rods held by nickel steel housings. Binders have heavy-gauge hard covers of durable imitation leather. Sales Management stamped in gold lettering on backbone.

An attractive, compact, practical addition to your professional reference library — at home or office.

Capacity: 12 issues per binder.
Colors: Black with gold lettering.
Cost: \$4.65 each, postpaid.

Sales Management

630 THIRD AVENUE • NEW YORK 17, N. Y.

How Wrap-On Wraps up Sales

When sales fail to respond to advertising, what do you do?

Tom Russell's answer: change your advertising strategy.

As president of Chicago's Wrap-On Co., manufacturers of electric-cable pipe insulation and protective over-wrap coverings, Russell dropped national advertising. In its place he substituted local dealer cooperative advertising, and pushed 1958 sales 50% over 1957. "... and 1959 will see sales double those of 1958," says Russell.

Russell and his Wrap-On operation were pioneers in the business of keeping people's pipes from freezing. He developed an electric cable which performed this task, and a special wrap-on covering to provide the protective insulation.

His idea was an immediate success, and, to no one's surprise, a number of imitators appeared on the scene, some making products of inferior quality, some offering lower prices.

Since Russell was spending a substantial amount of money—as related to his modest-size business—in national advertising, he expected sales, generally, to favor his product. Only it didn't work out that way.

People would enter a retail store and ask for that "stuff you wrap your pipes in." If the dealer had one of the similarly named, competing, low-price brands of pipe insulation on hand, he would offer it for sale. Here's the way Russell solved the problem:

In each standard, 12-package carton of insulation shipped, Wrap-On inserted four ad mats, with proofs, and one \$2-redemption coupon covering part of all of the insertion cost for one small ad in the dealer's local newspaper. The dealer selects the exact ad he requires from the four enclosed in the carton.

The ad he chooses is run below his company logotype, identifying him specifically as the man who sells Wrap-On insulation products in that area.



**THROW AWAY
YOUR SNOW SHOVEL**

Imbed heating cables in walks—steps—driveways—dangerous street stops and curves—cheaper than snow shoveling. No accidents—no heart failure.

See us today.

SMALL ADS like this now form the basis of Wrap-On's advertising. Company allows \$2 for each one used.

When the retailer runs the ad, he clips a copy of it, attaches it to the redemption coupon and forwards it to the factory where a check is immediately forwarded to him.

As far as the retailer is concerned, it's a perfect set-up — he advertises locally where the impact is greatest on his sales, and at no cost to himself. The wholesaler is happy because merchandise is moving with no cooperative advertising outlay on his part. Wrap-On is happy because merchandise is moving as a result of a highly effective local advertising campaign at a fraction of the cost of national advertising.

Russell's competitors laughed. They said he would bankrupt himself in six months.

The exact opposite has proved true.

His local advertising program has proved so effective in stimulating sales of Wrap-On products that, says Russell, "I feel positively that the majority of smaller manufacturers can adopt this method of advertising to great advantage."

The new localized advertising program has provided other benefits:

- The small Wrap-On ads identify the local dealer as the specific source of Wrap-On products. This helps to disperse a dangerous generic identification.

- Wrap-On receives its money from the wholesaler before it is required to return redemption monies to the retailer, and only after the ad has appeared. In this way, the gamble on results is measurably reduced.

- The system has attracted many dealers who previously handled a competitive product to the Wrap-On line.

- Price cutting on the Wrap-On line is practically impossible because the desired retail price is part of the ad mat. Since the retailer is not reimbursed until the factory sees a tear sheet of the actual ad, he is obviously unable to change the price and still receive his redemption money. ♦

SALES MANAGEMENT



BIG SELLERS THESE!

America's Top-Bracket Farm Merchandisers Prefer Weekly Star Farmer for Quality Farm Coverage in Missouri and Kansas

Above is a list of some of the products advertised in current issues of Weekly Star Farmer. They are big sellers in Missouri and Kansas. Dealers who handle them enjoy the benefit of widespread consumer acceptance.

Quantity sales are the result of quantity circulation. In Missouri and Kansas, Weekly Star Farmer reaches thousands more farm homes than any other farm publication—and it sells the most goods to farmers.

In line with its circulation leadership, Weekly Star Farmer prints more classified advertisements than the two leading state farm papers combined. There is no sounder test of publication influence than the way farmers spend their own advertising dollars. Same with implement dealers. They place more advertising in Weekly Star Farmer than anywhere else.

If you sell the rural market, you can make faster sales and quicker profits with Weekly Star Farmer. It is the No. 1 farm buy in prosperous Missouri and Kansas. It lays down mass coverage where farmers are making more money, raising more livestock, growing more crops, buying more equipment.

JOHN DEERE
DU PONT CERESAN
DEKALB SEED CORN
QUAKER OATS
PHILGAS
PHILLIPS FERTILIZER
SANTA FE
FRIGIDAIRE
PRINCE ALBERT
DODGE CARS
STALEY FEEDS
VEL
VISQUEEN SILO COVERS
STANDARD OIL
AMERICAN CYANAMID
AUREOMYACIN
CHAMPION SPARK PLUGS
MINNEAPOLIS-MOLINE
AMERICAN ROCK SALT
AMMO-PHOS FERTILIZER
CECOFRAME
STEEL BUILDINGS
NUTRENA FEEDS
WINSTON CIGARETTES
FLEISHMAN'S YEAST
SANI-FLUSH
SHEFFIELD FENCING
WEIRTON STEEL ROOFINGS
G. M. C. TRUCKS
PAY-WAY FEEDS
FARMHAND
FARM EQUIPMENT
J. R. WATKINS FEEDS
D-X GAS AND OIL
LUBRIPLATE GREASES
B. F. GOODRICH
MASTER-MIX FEEDS
FORD TRACTORS
SPENCER CHEMICAL
FERTILIZER
CITIES SERVICE
DANNEN FEEDS
ALLIS-CHALMERS
UNION PACIFIC
OYSTER SHELL
DE SOTO CARS
SWEET LASSY FEEDS
SHELL CHEMICAL
NEW HOLLAND
FARM EQUIPMENT
CHEVROLET
ALBERS FEEDS
BUTTERNUT COFFEE
MOTHERS OATS

**LARGEST FARM
CIRCULATION**
in Missouri and Kansas

America's Largest Farm Weekly

Weekly Star Farmer



PUBLISHED IN KANSAS CITY, MO

KANSAS CITY
1729 Grand Ave
Harrison 1 1200

CHICAGO
202 S. State St
WEbster 9-0532

NEW YORK
21 E. 40th St
Murray Hill 3-6161

SAN FRANCISCO
625 Market St
GARfield 1 2003

JULY 17, 1959

55

How to Fire and Keep Your Salesmen — at the Same Time

When all Hell broke loose at Minute Maid, and even the weather played dirty, Marketing-Sales Director Howard Dick (now v-p) decided salesmen had to go . . . So 350 field men wound up in food brokerages, headed by former MM sales managers.



Breathes there a manufacturer who hasn't wondered how he'd survive if he didn't reduce his unit sales costs?

One company which not only wondered, but is today congratulating itself on having cut field sales expenses in half, is Minute Maid Corp., Orlando, Fla., packers of citrus drink concentrates (1958 profit: \$4,559,424, highest in the firm's 13-year history).

Two years ago Minute Maid decided on a complete metamorphosis of its sales staff. One year later MM's 350 field men were no more—all are now working for 36 newly created brokerages, the heads of which are former MM sales managers.

To Minute Maid the new setup means:

- An end to costly, fixed sales overhead. Unit costs, in the form of commission payments, now fluctuate in direct proportion to dollar volume.



"TOO MUCH OVERHEAD . . . what can we do to cut it?" Howard C. Dick, today v-p in charge of sales for Minute Maid, came up with the answer.

- A substantial increase in the number of salesmen selling Minute Maid (and Snow Crop, also owned by MM) citrus concentrates. The 36 brokers keep 500 salesmen in the field. The 150 extra ones are a manpower bonus, since MM's sales costs are determined by a fixed brokerage commission.

- No loss of know-how at the retail selling level since most of the brokers' salesmen are former MM men who are established and known in their own marketing areas.

How did this all come about?

Minute Maid was so beset with ills in 1957 (net loss for the year: \$2,542,903) that drastic steps just had to be taken. Among the company's woes that year were two major ones:

1. It had just bowed out of the frozen fruit and vegetable business after a disastrous three-year try to operate Snow Crop, with which it had inherited 200 salesmen. MM sold off all of Snow Crop's output except for the drink concentrates, to Seabrook Farms—at a \$1.5 million loss.

2. A big freeze destroyed much of the orange crop (and would have forced unit costs even higher had MM continued to support such a large full-time sales force).

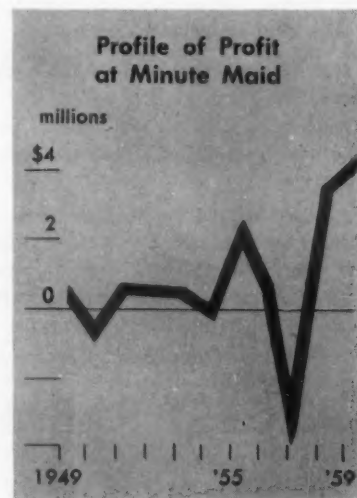
Credit for the changeover idea goes to Howard Dick, now vice president in charge of sales, then director of marketing and advertising. Dick was impressed by how few manpower problems MM had inherited with the purchase of the Hi-C line of citrus concentrate drinks which were distributed nationally through 86 brokers.

Why hadn't Minute Maid gone to brokers in the first place? When the company got underway in 1946 it had a lot of missionary work to do. Not only did consumers need educating, but grocers had to be sold

on giving the concentrates house space in their crowded frozen food cabinets. After this MM was beset by a tremendous influx of lower-price private label brands which further increased competition for precious freezer space.

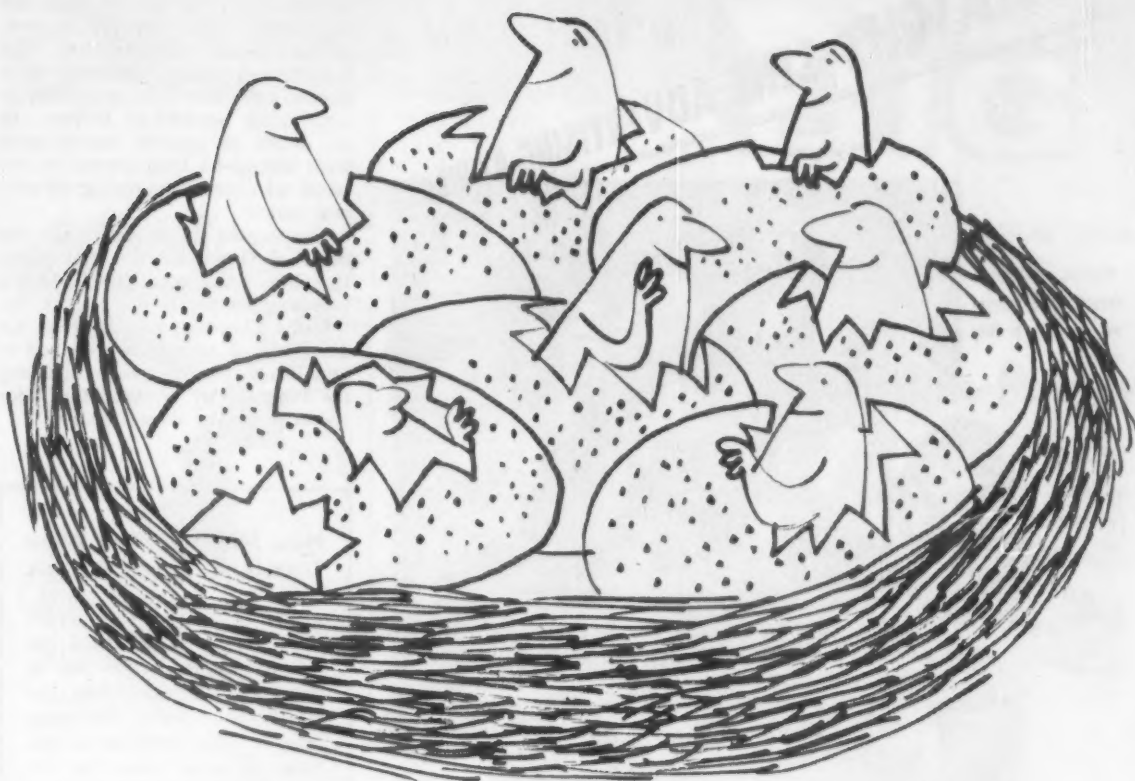
Forced to re-examine all costs in 1957, MM viewed the brokerage system with increasing favor. A salesman handling a variety of labels and products could be kept in the field much more economically than a single-brand representative. Most important, in a brokerage arrangement sales costs adjust automatically to sales volume.

But brokers with the right experience in frozen foods were hard to come by; most of the good ones were already working for competitors. Turning its eyes inward, MM decided it had the makings of a top-notch brokerage network right in its own shop.



ERRATIC PROFIT CHART shows Minute Maid's continuous rise since 1957 (with \$2,542,903 net loss), the year the company decided to reorganize its sales setup and shift to brokerages.

SALES MANAGEMENT



SEVEN . . . IN ONE SWELL SWOOP

Anybody who has septuplets is entitled to crow. So stand back . . . WJR has just given birth to seven lively hours of new daily programming, and we're mighty proud. Brand-new WJR-originated shows fill the time made available when we discontinued our network affiliation.

Now, more than ever before, we can provide our audience with complete-range programming . . .

programming with something for everyone.

This is nothing revolutionary for WJR. It's an extension and improvement of a long-standing, long-successful policy—live WJR-originated shows, tailored to suit the many different tastes and needs of the 17 million people in our signal area.

A station which gives the most in programming, gets the most in

audience respect and response. And the advertiser who specifies WJR, places his message where it will do him the most good. See your Henry I. Christal representative.

WJR DETROIT
760 KC 50,000 WATTS
RADIO WITH ADULT APPEAL

STRAIGHT-LINE ADVERTISING AT WORK!

"Not as much as I thought . . . maybe we can buy it this month."



PENETRATE WITH LOCAL PRICES

Sooner or later — somewhere between initial interest and sincere intention to buy — a farmer wants to know . . . how much?

Give him some figures to work with . . . let him weigh the difference between Mom's new washer and a new milker. Don't lose this fine prospect by letting him assume that he "can't afford it."

We can easily strip into your advertising the local or delivered price . . . and other cost information such as down payment and terms. We can do this quickly at no extra production cost. We print by gravure.



NEW EVIDENCE of how major advertisers are using STRAIGHT-LINE Advertising to penetrate Pennsylvania's rich farm market is illustrated in the new 20-page booklet at left. Write for your copy.

Pennsylvania Farmer

Harrisburg, Pennsylvania

**FARM
SHOW**

Greatest Agricultural Show in the East
1960 Pennsylvania Farm Show
Harrisburg — January 11-19, 1960
PREVIEWED IN THE JANUARY 9, 1960 ISSUE
CLOSING DATE DECEMBER 18, 1959

MM strategists mapped out a smooth changeover operation (see box) in which top field salesmen and regional managers emerged as prosperous private entrepreneurs. The majority of other salesmen were placed with these new companies or with other established brokers. In all, nearly 56 separate market areas were transposed from internal to external sales operations during the one-year period.

Capping the campaign's climax was the final conversion last November. Hamilton Stone, then Minute Maid's vice president for sales who had, like Winston Churchill, presided over the dissolution of his empire, resigned to establish his own brokerage, replacing the Bing Crosby Minute Maid sales operation on the West Coast. ♦

How MM Salesmen Were Transformed into Brokers

Operating an independent sales agency (Minute Maid has no financial interest in any of them) involves more than just salesmanship. MM's Controller, John St. John, prepared a complete operating guide for the fledgling entrepreneurs in which he:

1. Set up office and accounting techniques for a typical food brokerage business.
2. Prepared charts of accounts, control systems for income and expenses, and forms for basic books, journals and ledgers.
3. Provided samples of recommended forms for invoices, orders and voucher checks.
4. Recommended legal and financial advisors for the brokers and discussed with them the best means of capitalization and forms of operation.

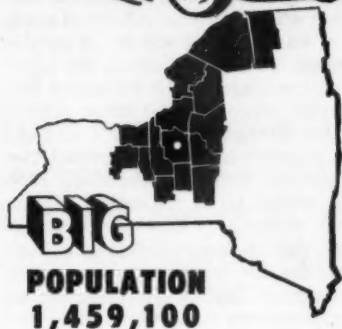
Once the basic financial and operational procedures had been organized, MM arranged for the new brokers to meet sales executives of other food companies in order to round out their lines. In keeping with general practice, the brokers discuss any contemplated new product with MM to determine any possible conflict of interest.

**WHEN YOU THINK OF THE SYRACUSE MARKET
--THINK OF ALL OF IT!--IT'S**

BIG



15 Counties | ONE-THIRD THE TOTAL AREA
OF NEW YORK STATE



BIG In Transportation-Power

† 424,723 Registered passenger cars

† 47,461 Registered suburbans

BIG In Spending-Power

† \$2,584,890,000

Total Buying Income

BIG In Buying-Power

† \$418,268,000 Spent in 1958 for
cars, accessories and equipment,
gasoline and gas station services;

† \$421,980,000 Spent in Food Stores;

† \$103,830,000 Spent on Clothing;

† \$1,715,762,000 Total Retail Sales.



Results of
Selling
Research,
Inc.
latest Test
Market Survey



There's one efficient way to sell ALL this BIG market. The SYRACUSE NEWS-
PAPERS deliver 100% saturation coverage of metropolitan Syracuse plus
effective coverage—up to 76%—in the 14 surrounding counties. No
other combination of media will do a comparable job at a comparable cost.

the

SYRACUSE NEWSPAPERS

Represented Nationally by
MOLONEY, REGAN & SCHMITT

HERALD-JOURNAL & HERALD-AMERICAN
Evening Sunday

THE POST-STANDARD
Morning & Sunday



CIRCULATION: Combined Daily 241,159

Sunday Herald-American 205,658

Sunday Post-Standard 109,060

Everybody's Getting Testimonials for Burkay

Nearly 200 pleased customers, responding to a "Pictures for Profit" contest, have given A. O. Smith Corporation's Permaglas Division a new advertising "natural," and . . . getting testimonials has turned up new selling enthusiasm—unexpected markets!

When the manufacturer of commercial water heaters can capitalize on a testimonial that praises his product's bean-growing propensities—that's advertising!

And when the company's sales force brings in the advertising testimonials—at no cost—and in their new-found enthusiasm becomes entranced with big, new, "accidental" markets—that turns an advertising tool into selling with a plus, as Don Williams, Burkay sales manager for Permaglas Division, A. O. Smith Corp., Milwaukee, discovered.

Williams, sales head for Burkay commercial water heaters and boilers can take credit for the "Pictures for Profit" contest sponsored among Burkay's distributors and salesmen to bring in testimonials with sales punch, and reports with vital information. The bean-grower, a restaurateur who uses Burkay-warmed water to speed germination of his home-grown beans, is one of nearly 200 happy customers who responded with unexpected ardor to the contest. Others praised: "... an approximate 15% reduction in gas usage and consequent operating costs," from a Connecticut housing authority, so satisfied he converted all concerned installations to Burkays; "... savings of \$240 a year," from an Evanston, Ill., manager of 133 luxury apartments who adds, "Since installation there have been no complaints for lack of heat or hot water."

These and many other stories and pictures will be used for a special advertising-book sales aid. The testi-

monials will also form the basis for next year's advertising program. The new markets came to light as a result of the testimonials. And the yen of a salesman for a Thunderbird started the whole thing:

Williams wanted testimonials, but he knew that few sales tools are as hard to get, especially when you pay nothing to the "witness."

"We tried everything—bulletins, appeals and gimmicks. We tried using our field sales people to do the information gathering. We tried to sell the idea to distributors. None of these techniques proved particularly effective."

But one day a Seattle salesman, Harley Payne, suggested, "Why don't you run a contest among your men and give a Thunderbird as first prize?"

"Mm-m," thought Williams, "Of course, a Thunderbird would stretch our budget a little too much, but the contest idea is good and we could give smaller prizes."

So Williams and Dave Coon, assistant advertising manager for Burkay heaters, discussed the idea for a few weeks. Then, early in 1958 they announced the contest in bulletins to the 35 A. O. Smith salesmen who sell to distributors, and to the distributors' salesmen.

Contest goals:

1. To get case histories of successful use of Burkay heaters, for sales promotion and advertising.
2. To stimulate salesmen to form the habit of digging up case histories

on their own and use them as sales tools.

3. To learn more about the reception of the company's product as compared with the competition's. To learn how the Burkay is used in "off-beat" installations.

4. To build up interest in the Burkay heater, especially among distributors and salesmen who handle other lines too.

Prizes were:

\$250 in cash given in each of the seven regions to the salesman (not an A. O. Smith employee) who submitted the best pictures and case histories of successful installations of the Burkay heater. Any A. O. Smith salesman whose customer submitted a winner was to receive \$25.00. A panel of judges included Williams, the advertising manager at the Permaglas Kan-kanee office and the seven regional sales managers.

Entries were to be submitted from February through December, 1958, on special forms requesting information on company location, specific use of the heater, installation date, whether the heater was new or a replacement, cost of operation, and advantages over competitors. They were to be kept simple, requiring no expensive photographs. The pictures didn't even have to be "decorative," for Williams knows Burkay heaters are usually found in the utility rooms of buildings, rather than in showcase parlors. The heaters aren't bought because they're picturesque.

Enthusiasm soared during February, of course, but then subsided as the men realized they had nine months to go. That also left them plenty of time to doubt whether the contest was worth the trouble, inasmuch as they had no guarantee of winning.

But Williams kept the contest alive by sending out reminders four times to potential contestants and talking Pictures for Profit at district managers' and sales meetings. After a slow start, the number of entries picked up during the last month. The final count of 187 was higher than expected.

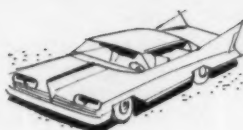
All entrants received certificates of merit for trying, and the winners were announced as:

W. A. Coger, Washington Natural Gas Co., Seattle; Charles A. Casey, Philadelphia Electric Co., Philadelphia; Charles N. Cass, Hartford Gas Co., Hartford, Conn.; J. C. Jeurink, Ward Terry and Co., Denver; Ralph L. Henry, Gas Heat Distributors, Inc., Charlotte, N. C.; Don Marder, International Supply Co., Dallas, and Russ Gunther, Chicago Furnace Supply Co., Chicago.

DETROIT'S

ON THE

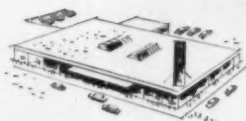
AUTO PRODUCTION for the first 5 months of 1959 is 43% ahead of last year. May's output alone was up 56.5%—and average weekly factory earnings in Detroit are up, too—13% ahead!



GO!

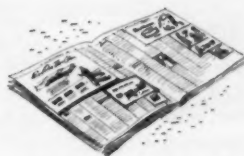
DEPARTMENT STORE SALES

are up 16% over last year's 5-month figure and still climbing. Department Store volume is now at an all-time high!



THE NEWS' TOTAL LINAGE

for April and May showed a gain over 1958 of 1,391,137 lines—more than both other Detroit newspapers combined—further proof of Detroit's economic upturn.



CIRCULATION of The Detroit News is highest of all Michigan newspapers—and **HIGHEST IN DETROIT NEWS' HISTORY!**

THE NEWS...475,873 weekdays*...596,884 Sunday*
2nd paper...459,265 weekdays*...512,580 Sunday*

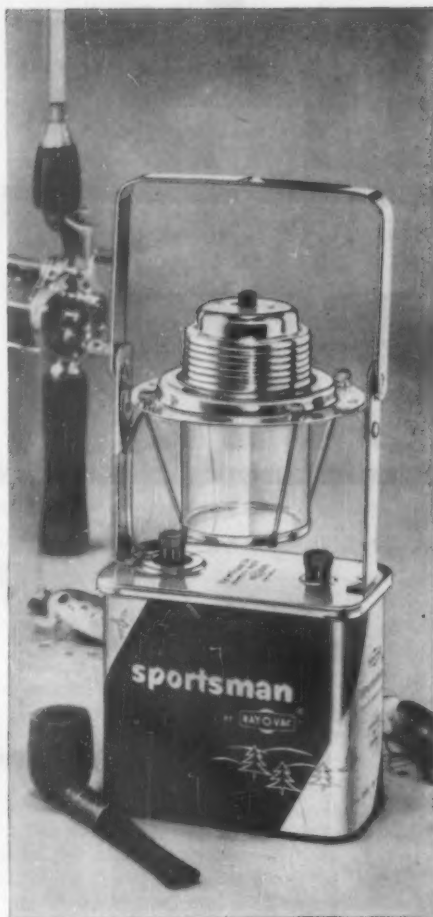


The Detroit News

New York Office . . . Suite 1237, 60 E. 42nd St.
Chicago Office . . . 435 N. Michigan Ave., Tribune Tower
Pacific Office . . . 785 Market St., San Francisco
Miami Beach . . . The Leonard Co., 311 Lincoln Road

In the Detroit Trading Area, where 98% of all retail business is done, The News has a lead over the 2nd paper of 109,473 weekdays and 195,009 Sunday!

*ABC 3-31-59



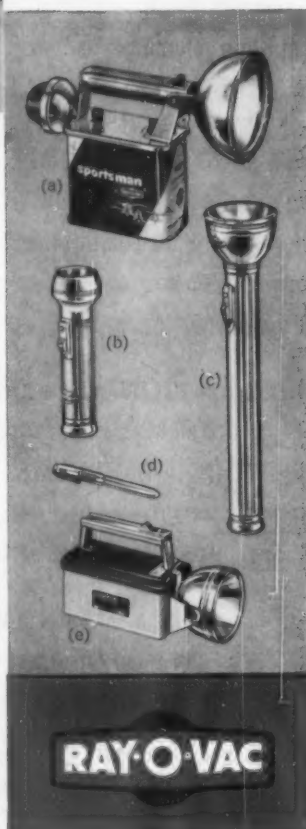
THE GIFT THAT'S LOADED WITH V.I.P. APPEAL

New Ray-O-Vac Sportsman® Lantern doubles as floodlight and spotlight; head swings more than 180° to throw powerful spot. Handy switch beneath carrying handle, rainproof platform, chrome steel throughout. Retail value, \$8.95.

Or these fine gift lights:

(a) New 303 Sportsman® Lantern with sealed beam plus red signal flasher that swivels in all directions. Retail value, \$12.40. (b) S22F Sportsman® Flashlight has three-position lock-type switch, signal button, ring hanger, knurled chrome case. Retail value, \$1.95. (c) Z53R Woodsman® Searchlight has chrome-finish five-cell battery container; case has ring hanger; can be imprinted with your company name. Retail value, \$3.95 (includes imprinting). (d) P20 Penlight has convenient slide switch, durable pocket clip, room for imprinting your company name (imprint included in price). Retail value, 89¢. (e) 398 Hunter® Lantern has aluminized 3" spot reflector to give long, piercing beam; switch and flasher button on handle. Uses flashlight or lantern batteries. Retail value \$4.95.

RAY-O-VAC COMPANY
Dept. 228, MADISON 10, WISCONSIN
A Division of The Electric Storage Battery Company



"Judging was most difficult," said Williams. "We had to examine and re-examine before we could pick the winners. Quite frankly, we were surprised at the response and the high quality of the entries. This has been the most successful contest of its type ever conducted by our division."

Four out of every five entries were found suitable for inclusion in the advertising book showing salesmen how other Burkay sales have been made all over the country. Stories and pictures will be grouped into sections—schools, restaurants, swimming pools, apartments, industrial plants, photographic processes, laundries, institutions, clubs and recreational centers, and a section on "unique installations," such as the use of the Burkay heater to heat water for mixing concrete. (The contest also turned up car-wash and dog-wash services using Burkays.)

► Burkay salesmen all over the country probably pass concrete makers on their way to work. Today they're prospects for heaters, thanks to this case history from C. A. Casey of the Philadelphia Electric Co.:


"Solution: Installation of eight Burkay Model 718 commercial water heaters. The customer (Richard Scully, Inc., of Coatesville, Pa.) states that total cost of operating the Burkay water heaters amounts to approximately 11 cents per cubic yard of concrete compared to a figure of 25 cents per cubic yard that was experienced with an old No. 2 oil-fired boiler installation. Each cubic yard of concrete contains from 20 to 30 gallons of hot water."

The Scully Co. further testifies, through Casey:

"One of the most important advantages of the installation lies in its flexibility. Individual heaters can be taken out of service for repair or maintenance without impairing either the operation or efficiency of remaining heaters. Furthermore, additional heaters can be installed at a minimum expense as this plant expands. Less maintenance is another important advantage."

"Concerning the initial expense," says Casey, "the customer avers that the total cost of purchasing and installing the eight Burkay heaters, 2,000-gal. storage tank and associated equipment was at least \$10,000 less than estimated total cost of a new oil-fired boiler installation which was under consideration at the time the Burkay water heaters were recommended to the customer."

An operator of Holiday Villa Apartments, Dallas, which are equipped



Of course I'm sure.
I read it
in Newsweek

Your message in Newsweek reaches 919,941 **communicative** executives, men who influence purchases in connection with their work.

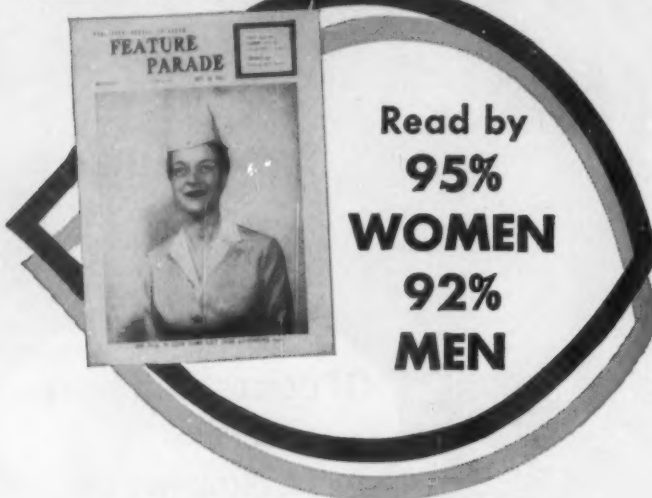
They are a large part of the high-income Newsweek **consumer market** — over 1,300,000 **communicative** families who keep abreast of new products, set the pace in their communities. Ask your agency.

The different newsweekly for communicative people

HIGHER READERSHIP*

WORCESTER'S own INDEPENDENT Locally Edited SUNDAY SUPPLEMENT

*Publication Research Study 9/28/58



...for higher readership than that obtained by the National Syndicated supplements (at best 79% Women — 76% Men)...and ALSO HIGHER than the National Average among other independent magazines (92% Women — 85% Men)

- The only locally edited Sunday Magazine in Central New England
- Saturation coverage of Massachusetts' 2nd MARKET. A BILLION DOLLAR MARKET AREA**
- Our letterpress process recognized as the best in reproduction
- Highest readership throughout. Circulation 102,957 Sunday. Daily 158,215.

**E.B.I. — Sales Management Survey of Buying Power May 1959

**The Worcester
TELEGRAM AND GAZETTE**
WORCESTER, MASSACHUSETTS

MOLONEY, REGAN & SCHMITT, Inc.
National Representatives



WRECESTER OF RADIO STATION WRECE AND WRECE-FM

with swimming pools, must provide clean hot water not only for occupants of its 24 units but for the swimming pool. According to Paul Brown of Dallas:

"The Holiday Villa Apartments have, since their opening, enjoyed the full occupancy of all 24 units. Sufficient clean hot water has contributed greatly to this success and was accomplished with your Model 718 Burkay water heater and a 350-gallon storage tank. The installation... has exceeded our expectations as far as being maintenance free and economical to operate."

His Burkay-heated pool has proved a boon to business and he concludes: "I have only the highest regard for A. O. Smith's Burkay equipment."

Cost of the contest will reach \$5,000, including the printing of the advertising book with the pictures. But, with heaters that sell from \$187 to \$700 (list price), Williams predicts the expense will be recovered in the early stages of the sales and advertising campaign that will follow.

And Pictures for Profit will definitely be taken in 1960 — with an earlier deadline (to eliminate waning interest) and additional prizes including a grand prize and two others for new sales regions.

To be effective over the years you must keep running these contests and getting new case histories, Williams believes. The testimonials within a few years become perishable as new mechanical developments enter the building picture.

Permaglas is happy to have the testimony of satisfied customers, which it knows to be the best advertising in the world. It now knows, too, that such advertising is best obtained from incentive-fed salesmen, who find their own case histories of successful installations. ♦



Ben E. Edscorn, International Shoe Co.

Competitors for Your Job

"In the past most sales managers, at all levels, grew from the ranks of salesmen," says Ben E. Edscorn, director, marketing research, International Shoe Co., St. Louis. "And the sales v-p came from the ranks of sales managers."

"Tomorrow's marketing manager may come from sales or advertising or merchandising or sales promotion or marketing research or from almost anywhere else on the marketing team. The same is true of the marketing v-p."

"The men for the top spots in marketing, are drawn from a much broader base, than the men for the top spots in sales."

*For men of responsibility
like Dr. James W. Lee*

CARTE BLANCHE

*The Hilton All-Purpose Credit Card—
Your Finest Credit Credential*



Above, Dr. Lee checks out at the Bellevue-Stratford, Philadelphia, one of the 600 fine hotels and motels which honor CARTE BLANCHE

Dr. James W. Lee, director of the professional division of Cook-Waite Laboratories, Inc., New York City, takes his established credit reputation with him wherever he travels. He carries CARTE BLANCHE*—the all-purpose credit card reserved for men of responsibility.

Dr. Lee travels thousands of miles every year, attending research and clinical meetings on behalf of his pharmaceutical specialty firm. And CARTE BLANCHE smooths every mile of the way. With it, he can charge:

*Accommodations in more than 600 fine hotels and motels
Meals in over 3000 quality restaurants and supper clubs
Gasoline and other motoring needs at 32,000 Mobil dealers
and other quality service stations from coast to coast
Car rentals through 1700 Hertz Rent A Car offices
Purchases in hundreds of leading retail and specialty stores
And many other services at selected establishments*

The 40,000 fine establishments at which CARTE BLANCHE is honored—and honors you—are listed in the Carte Blanche Directory, sent to all members. The Directory also lists the many offices of the Carte Blanche Reser-

vation Service, where a single call gives you immediate confirmation of your accommodations nearly everywhere in the United States and abroad.

You are invited to join the one million men of responsibility who now carry CARTE BLANCHE. To apply, simply fill in the coupon and mail. There is no charge for CARTE BLANCHE when it is used only for Hilton Hotels services. When you decide to use it outside of Hilton Hotels, then the annual fee is \$6. You receive one monthly statement, along with a duplicate of cash sales slip given to you at time of purchase.

* Trademark



CARTE BLANCHE
8544 Sunset Boulevard, Dept. S-95
Los Angeles 46, California

Please send me an application for CARTE BLANCHE.

Name

Address

City Zone State

Gray-Haired Salesmen Hired Here

Presence, patience and persistence can mean more to sales than high pressure, says World Dryer's president, S. Max Becker, Jr.—and it's the oldsters who have these virtues. The company has proof, too, in the high records of the gray-heads hired since '55.

S. Max Becker, Jr., president of the World Dryer Corp., is swimming against the tide—he makes it a practice to hire salesmen fifty years of age and older.

World Dryer, the nation's largest manufacturer of electric warm-air hand-dryers (annual sales: just under \$1 million), has been experimenting with older salesmen for the past several years. The results of this trial activity prompted Becker to revamp his hiring policy in favor of the senior citizens.

Back in 1955, the Chicago-based company hired four men in the 40-60 age group. They replaced younger men who lacked both patience and persistence. Of the four, those over fifty turned in superlative results and are still with the company.

Of the 28 men now on World Dryer's sales force, 17 are over fifty—one is 68. Becker bounces them out of the rocking chair and into a purchasing agent's office with refreshing regularity—to the benefit of all concerned.

"The customer reacts favorably to the dignity and reserve of older men and often accords time and attention he would deny younger, high-pressure salesmen," says Becker. The older salesmen like their World Dryer position because they can take their time in selling, yet maintain a persistence of re-call over the weeks, usually resulting in a sale.

Becker himself likes the older salesman for a number of reasons:

1. He has proved himself a better salesman at World Dryer.
2. He stays with the company for a longer period of time.
3. He usually brings a good measure of maturity to his job.
4. He accounts for fewer lost-days than his juniors.
5. Most older salesmen have come from responsible positions bringing valuable, sober judgment with them.
6. Wine, women and song are less likely to divert the senior salesman.



Says Becker, "They're more persistent (while low-pressure), are less easily discouraged and have a calm maturity of manner which apparently inspires confidence in the customer. Those near, and past retirement-age are generally interested in reducing the pace of earlier working years while, at the same time, supplementing income from savings and pensions. When they can sell a product that doesn't require high-pressure techniques or long and unusual hours, World Dryer usually fills the bill."

Becker knows he may occasionally have problems with social security, health insurance, pensions and similar items. But he also knows that, in the majority of cases, these items have been adequately taken care of by the salesman while on another job.

Actually, most World Dryer salesmen have come from responsible positions. A Kansas district manager, for instance, was the plant superintendent of a large corporation for 30 years. A southern California district manager is a graduate in mechanical engineering from Minnesota and holds a Master's degree in business administration from Harvard.

Becker points to gratifying sales performances. One of the company's 65-year-olds selling hand- and hair-

dryers has earned well into a five-figure income for the past several years . . . and he had never been in sales prior to joining the company!

"With improved medical knowledge and therapy, the average number of years spent in retirement has doubled since 1900," adds Becker. "When you consider the definite need for added income, the increased life expectancy and the desire to stay in the mainstream of life, you can understand why so many of these people are going back to work. They're learning, pursuing and enjoying second careers."

"Geriatric experts tell us that men never grow old as long as they keep their sense of humor, waistline and an active interest in other people and current events. It must follow, then, that being profitably employed, rather than simply sitting on the front porch in a rocking chair, helps to add years as well as happiness to life."

Becker quotes Bernard Baruch, "It seems wrong to me for people to retire. An older person can often do more in less time than his more physically spry junior. He has learned to pace himself. He knows the shortcuts and pitfalls, and has acquired judgment and stability. For all this there is no substitute—not even youth . . ."



Plymouth Golf Ball

packaged four "Golf Champion" High-Ball Glasses with a dozen PGA golf balls . . . a sales incentive.



McKesson & Robbins

glassware used by druggists as Christmas gifts to doctors to stimulate Rx business . . . good will building gifts.



Coppertone

Plough, Inc., recently celebrated their 50th anniversary. Custom decorated "Paleface" Glassware Sets were used for special promotion.

Custom Decorations by Libbey

sales-builders designed just for you

Attractive Libbey Glassware is always welcome, always appreciated. And when specially decorated with a colorful design created just for you, Libbey glasses are more than gifts . . . they are lasting reminders of your name and service.

Nationally advertised Libbey Glassware is ideal for souvenirs, com-

memorative gifts, sales incentives, premiums, attractive combination packaging and many other uses.

Libbey glasses colorfully decorated with "Custom Designs" developed just for you can be produced in surprisingly low minimum quantities . . . in many sizes or shapes . . . for hundreds of uses.

May we design for you?

SEND THE COUPON NOW FOR FURTHER INFORMATION ►

LIBBEY SAFEDGE GLASSWARE
AN **®** PRODUCT

Premium Department, Libbey Glass
Division of Owens-Illinois, Toledo 1, Ohio

Please send me information about SPECIALLY DECORATED Libbey Glassware. I am particularly interested in

- | | |
|--|--|
| <input type="checkbox"/> Business Gifts | <input type="checkbox"/> Special combination packaging |
| <input type="checkbox"/> Special events or Souvenirs | <input type="checkbox"/> Complete Premium promotion plan |
| | <input type="checkbox"/> Other |

Company _____

Address _____ City _____ State _____

Name _____ Title _____

SM-7

OWENS-ILLINOIS
GENERAL OFFICES • TOLEDO 1, OHIO



**Just discovered on First Street in Los Angeles:
the highest peak west of Chicago**

The mountain of newspapers we move off First Street every morning has been getting higher and higher. Just recently we had it measured by an official expedition.

A study of ABC statements reveals this electrifying bit of intelligence: The Los Angeles Times has reached the highest circulation peak ever recorded in Los Angeles... on the Pacific Coast... or anywhere west of Chicago... 497,873 daily, 893,792 Sunday.

Meanwhile, we learned that one out of every four

rolls of newsprint shipped to California is addressed "First Street, Los Angeles." Must be because the mountain on First Street is made of *bigger* newspapers. The Times carries more news and features, for example, and more retail and classified advertising than any other newspaper in the United States.

Planning to scale a new sales peak in Southern California? You'll need strong lines to make your climb safe and certain—and you can buy them quite reasonably on First Street... home of The Times.

First in the nation's No. 2 market

Los Angeles Times

Represented by Cresmer and Woodward, New York, Chicago, Detroit, Atlanta and San Francisco

New Newspaper Study Helps Prevent Three Basic Marketing Errors

At least one or more of 391 metropolitan newspapers in the nation will be read by a minimum of 20% and an average of 70% of the families in 2,549 of our 3,071 counties. These counties comprise about nine tenths of the country's population, buying power and retail sales. Source of this information is the third annual data book, "Metropolitan Daily Newspaper Market Data," prepared by Richmond (Virginia) Newspapers, Inc.

The 78-page analysis covers the market served by the dailies published in each of 176 metropolitan areas. In six of these markets we find one fourth of the nation's population, one half in the top 28 markets, three fourths in the top 85 markets.

The primary purpose of the study, according to Alan S. Donnahoe, vice president of the Richmond Papers, is to help create "a better correlation between sales and advertising by showing where advertising pressure is exerted by each group of metropolitan dailies and by making it possible to estimate the true sales potentials in

each such market area." This will help prevent three basic marketing errors: (1) placing advertising in areas where the product is not available for distribution; (2) distributing the product in areas where there's no advertising support and (3) disproportionate allocation of advertising effort in relation to sales potentials.

► For population, consumer spending units, households, net buying income, total retail sales and nine categories of retail sales, the source material is the May 10, 1959, Sales Management Survey of Buying Power, with special permission of SM. For each category is shown the size of the standard metropolitan area, the size of the daily newspaper market (20% or greater newspaper coverage) and the cumulative percent of the U. S. total, starting with the biggest area in each category and going down to the 176th.

The Richmond study argues that the effective market reached from an important central city is the total

of those counties where newspapers reach 20% or more of the families and that "the standard metropolitan area is nothing more than the nucleus for the newspaper market area as a whole, which is far more extensive in population and buying power as well as geographical size."

In addition to the market data figures credited to Sales Management, the study gives percentages useful for making a quick estimate of how many individuals may be expected to read a given ad. The percentages are based upon reports, from the Daniel Starch organization, of 198 separate studies with readership measures of nearly 10,000 individual ads. For example, among men a 400-line ad might average 19% readership if the product is gas and oil, whereas it would be only 3.5% for a cereal; among women the 400-line gas and oil ad would be read by 5.5% and the cereal ad by 21.4%.

The study is available to newspaper advertisers or advertising agencies directly from the Richmond Newspapers. ♦

FOR THE EXECUTIVE CONCERNED WITH THE MOVEMENT AND RELOCATION OF PERSONNEL

Now! move with confidence

Call in your local Atlas Agent to discuss personnel movement and relocation on an individual move or long term basis . . . and you've taken a giant step forward in relieving yourself of one of your more persistent, periodic problems.

Here's why . . .

- The Atlas agent fits himself quickly into your departmental methods . . . from the beginning can relieve you of many details.
- Atlas service is economical . . . your cost of transferring families goes down.
- Atlas service is geared to increased customer satisfaction . . . your employee morale goes up during a critical period.

Look for Your Atlas Agent in the Yellow Pages of
Your Phone Book . . . He is a leading Household
Goods Mover in Your Community



Single-Line
and Nationwide
Local . . . Long-Distance
Moving . . . Storage

ATLAS
VAN-LINES, INC.
General Offices:
6244 South Ashland, Chicago 36

When Salesmen Listen with a Third Ear...

They're more apt to hear sales if they've learned how to really hear the prospect—not only what he says, but what he means. The author tells how to learn to listen, how to interpret the words by figuring the mood—then salesmen can lead buyers.



By JAMES F. BENDER, Ph.D.
James F. Bender & Associates

Simpatico may sound like a cocktail-party word—and it is—but if a salesman can get **simpatico** with buyers, he won't even need the cocktails.

According to eminent psychologist Dr. Carl R. Rogers, the best way to get in rapport with a speaker (buyer) is to reflect his feelings. Once salesmen learn to do this, they make more sales. They know that listening is much more than just hearing or interpreting words. It is, at its best, tuning in to the other fellow's feelings and frame of mind—showing him you sympathize. The best way to tune in to the other fellow's feelings is to reflect them as he talks. Just how do you do this?

1. Look at him sympathetically.
2. Keep quiet while he talks—don't interrupt, except to give a word or two of reassurance.
3. Don't impose your will upon him.

4. Don't argue with him.
5. Don't make him feel guilty.

As you reflect his feelings and echo them, you do two things. In the first place, you give him confidence in you as a sympathetic, understanding person. Emerson touched the skirts of this same situation: "When you share a sorrow, it lessens. When you share a joy, it increases."

In the second place, you actually give him more insight. How often in the presence of a sympathetic listener does the speaker work out his problem—simply by putting it into words. As he talks he rejects some ideas, endorses others—rearranges them and finds a solution.

Let's take an example: Suppose you approach a buyer who's obviously distressed. You notice that he looks worried. You don't see his usual smile. He looks rather pale and drawn.

The conversation goes like this:

Salesman: Good afternoon, Mr. Smith, how's business?

Buyer: Terrible—maybe you'd better drop by another time.

Salesman: Oh, I'm sorry. Isn't there something I can do to help?

Buyer: No. The bookkeeper left town—and took all my records—the business is in a mess. They think he stole a lot of money too.

Salesman: Well that's too bad. I'm so sorry.

Buyer: Yeah, I never did have faith in that fellow. They should've been wise to him—driving that expensive car and living high on the hog, and on his salary too!

Salesman: Well, it's one of those things. Happens every day somewhere, doesn't it?

Buyer: Gee, hadn't thought of that too much.

Salesman: Yes, there's usually a way out, isn't there?

Buyer: Yeah, but damned if I know where to start, what with all I've got to do. Well, I guess you've got to start somewhere.

Salesman: That's for sure!

Buyer: By the way, have you got the records of our recent sales? How far back do yours go?

Salesman: Why, let's see—I've got those from my last visit—copies of all the others in my files at home.

Buyer: Well that'll help some. When can I get 'em?

Salesman: How's day after tomorrow?

Buyer: Would you? That's O.K. Say, you know what? I'm going to get in touch with all the others I buy from. At least the old man'll know the Purchasing Department is on the ball!

By reflecting the buyer's feelings, the salesman got him to share his worry. The salesman also got the buyer to understand his own feelings



If you're marketing drug products...

In Oklahoma, 69% of all drug products are purchased in the WKY-TV coverage area. It's not that our viewers are any less healthy—it's just that we have more viewers. And they're more responsive. Guess you might say we're experts at getting pocketbooks to open up and say "AHHHHH."

1949-1959
•
CELEBRATING
10
YEARS
TELEVISION
SERVICE
TO
OKLAHOMANS

WKY TELEVISION

OKLAHOMA CITY

NBC Channel 4

The WKY Television System, Inc.
WKY Radio, Oklahoma City
WTVT, Tampa - St. Petersburg, Fla.
WSFA-TV, Montgomery, Ala.
Represented by the Kalz Agency

—led him, thereby, to do something constructive.

The salesman did this by showing the buyer a deep interest in what he had to say. He agreed with him. (Disraeli used to say an agreeable person is one who agrees with you.) Notice that the salesman didn't overwhelm the buyer with talk—didn't curse the runaway bookkeeper; rather, he trod the soft pedal—just said enough to let the buyer know he was listening sympathetically.

The salesman repeated the buyer's sentiments—didn't disapprove of them. He also guided the buyer into doing

something other than stew about his problem. But how tactfully he did it! He didn't force him by logic of direct appeal.

Here's another way to listen with your third ear. It's closely related to Dr. Rogers' approach. Personnel specialists call it the **non-directive interview**. It's particularly useful when you want to drain off tensions caused by complaints and worries. All you have to do is listen sympathetically without butting in.

Just before General George C. Marshall sent General H. H. ("Hap") Arnold to the Southwest Pacific in

1942 he said to him: "I'd like to make three suggestions about carrying out your responsibilities of leadership out there:

1. Listen to the other fellow's story.
2. Don't get mad.
3. Let the other fellow tell his story first."

General Marshall gave General Arnold an excellent working definition of the non-directive interview. He also gave him sound advice. Using it, General Arnold became one of the most popular and accomplished leaders of World War II.

You can use the same approach, particularly when you listen to buyer-complaints. Many salesmen build ill-will and lose orders, simply because they don't know how to listen to complaints.

For one thing, they don't always understand the anatomy of a complaint. A complaint is based on real or imagined injury. Often it springs from something trivial—at a time when the buyer has a stomach ache or a raft of problems; or maybe he had a tiff with his wife at breakfast. Just on this day the salesman pokes his head in the door. And—pow! All the buyer's aches and worries are aimed at the poor salesman—whether the salesman (or his company) is to blame or not.

If, at this crucial moment, the salesman argues or tries to reason with the irate buyer, all is likely to be lost. But if the salesman suggests to himself, "Oh, he isn't as tough as he looks or sounds! Let's play with him for a bit until he gets done thrashing around—then we'll land him!"—then the salesman understands; and wins the first round.

► He wins the second round when he reveals a readiness to hear the buyer out, speaking as little as possible.

This too is hard to do. Your natural reaction is to strike back—to defend yourself and your company; to have your say; to put him right; to tell him off.

But now that you understand the non-directive approach, you'll let him spout off. As he does so you'll reflect regret in your face and manner. Just about all you'll say will be something like: "I'm sorry, Mr. Jones." Perhaps he'll erupt further. But notice his second explosion will ordinarily have less fireworks than the first. He's getting it off his chest. You may even want to purge his spleen further with, "There's obviously a misunderstanding, Mr. Jones. I want very much to hear your side of the story."

Now, he may be off to the races again. Don't interrupt him. Before

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WIRE US COLLECT for the full story. Address: Western Union, Special Services Division, Dept. 5-3, New York, N. Y.

\$5.5 Billion Anticipated Oil REFINING INDUSTRY Expenditures

Increasing demand for and utilization of more and more petroleum by-products, as well as continued increase in gas and oil consumption, is forcing processors to new spending levels. Current indicators point to expanded facilities through 1970. Petrochemical processing, now growing at a pace four times that of all U. S. industry, will continue capital spending as new uses and applications soar. Totally, capital expansion for the oil, gas and petrochemical processing industry should hit \$5.5 billion this year.

Industry purchasing decisions are largely the result of group action by hard-to-reach management, technologists and engineers. To sell them effectively means advertising in PETROLEUM REFINER, the technical workbook of the industry. Sixty per cent of articles published represent original work of these same men in industry whom you must sell. Current ABC paid circulation is a whopping 23,432 copies, with over 83% going straight to your prospects. Write for the industry's most complete Market Data Book.

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*World's Largest Specialized
Publisher to the Oil Industries*
HOUSTON, TEXAS

long—if you've maintained your deferential listening—he'll begin to quiet down; will start feeling guilty because he's treated you shabbily. And you haven't tried to get even. "A soft answer turneth away wrath," the Bible says. And you've demonstrated it.

Traditionally, Japanese youngsters are trained to smile and bow while a parent or teacher berates them. They're taught this early in life to good advantage later on: when they have to work for a hard boss, for instance. You won't want to do that—smile and scrape—when the storm breaks. But you'll find deferential listening a great boon to your salesmanship.

Here are some other hints successful salesmen learn about listening:

1. Analyze the buyer's temperament. Don't react to his words only. Decide what kind of a person he is. This takes time and acquaintance. For men, like melons, are hard to know. Suppose, for example, he's a worry-wart. He says to you, "That new item of yours won't go over!" His remark means something quite different from the same words spoken by an optimist. The worry-wart needs more reassurance than the optimist. Until you understand the buyer's basic temperament, you can't listen intelligently to him.

► Therefore, group your buyers by their habitual way of looking on life. You'll find some pessimists, others optimists, still others alarmists; some are unpredictable. They may be one way today, another tomorrow. Govern your listening and responses to them by two basic questions:

How and what does he feel?

What does he mean by what he says?

2. Listen beyond his words—for their intent. A buyer with a sarcastic way of speaking was unpopular with two successive salesmen—from the same company. (Both quit.) A characteristic remark of the buyer was, "You salesmen are a big nuisance. Wish you'd get lost. You take too much of my time. I could do better ordering from a catalog."

A third salesman didn't take the buyer's words at their face value. He wasn't hurt by them. He played along with the buyer. He'd reply, "How right you are, Mr. Jones! But gosh, that wife of mine eats like a bird—a vulture! And you've just got to help me feed her." That salesman got along very well with the buyer. He knew the buyer didn't really mean his words to be interpreted literally.

In Owen Wister's great book, "The Virginian," the leading character's famous remark—"Smile when you call me that!"—is very much at point. The words themselves often count less than the intent behind them. The professional salesman is therefore alert to intent first.

3. Make sure of the meaning of his words. A salesman of engine pre-heaters persuaded a gasoline station operator to buy some share of his company's stock. The operator also ordered a gross of heaters—a rather large inventory. It was during the war, when he couldn't get mechanics to install the heaters. The salesman called to ask the operator to pay for his order. The operator said he hadn't sold any. The salesman then asked him to return the "stock." The operator wrote the company and protested. He wanted to retain his "stock" in the company, but he requested permission to return his "inventory." The salesman had used **stock** in the sense of **inventory**, which the operator misinterpreted.

How often in the course of interrupted sales presentations especially—in the hurry of conducting business—does the salesman (and buyer) misinterpret words! He doesn't listen analytically enough.

A salesman congratulated a buyer on his daughter's engagement. Here's their chat:

Buyer: Thank you, last night her friends gave her a shower. You should've seen the presents!

Salesman: That's nice. I hope she got a good haul.

Buyer: Oh, yes! He's a very nice fellow.

Later on the salesman realized that the buyer had misinterpreted haul. The salesman referred, of course, to the presents.

4. Don't indulge in wishful listening. A pharmaceutical salesman made a survey within his own territory of hospital sales (his company sold to hospitals through a distributor). The salesman recommended that he could handle hospital sales—in his own territory—as well as his own customers, druggists. His sales manager congratulated him on his aggressiveness: "Keep up the good work! Maybe some day we'll have our own sales force to service the hospitals—and you'll be in on the ground floor."

Shortly after, the salesman wrote his manager, "My wife and I are happy that the company is going to

SALES MANAGEMENT

set up a separate sales division for hospitals and I'll be considered to head it up."

The sales manager became angry. He resented the salesman's "reading too much" into his remarks. He gave the salesman a lecture on wishful listening.

Another example: A buyer said to a salesman, "Sometime when we open a new super market, I'll let you conduct a store sale." Next time the grocery chain announced an opening the salesman was on hand early in the morning. He asked the store manager where he could build a point-of-purchase display—to hold his store sale. The manager said he had no room for him. This all led to a phone call to the buyer. He pointed out that he had made a casual remark—that the salesman was trying to twist his arm. Actually the salesman was sincere in his belief that he had had a commitment. He had let his ear hear his hopes rather than the buyer's intent.

Be careful to check your understanding of what you hear. One good way to do this is to repeat the idea in your own words: "Do I understand you right that when and if we have a hospital sales division I may be considered to head it up?" Or, "Thank you. Does that mean that I may hold a store sale at your next opening? May I phone you to confirm it?"

5. Increase your auditory memory span. With practice you can train yourself to repeat ten or more digits immediately after you hear them. For example, 6-8-1-9-3-7-4-2-5-1.

The way to do this is to have some one call out numbers of increasing length; and after the end of each you write as many of the digits as you recall.

For example:

7-3-8-2

9-7-2-5-3

1-8-2-7-6-9

2-4-7-8-6-1-3

7-1-9-6-2-8-3-6

3-9-2-8-5-4-7-6-1

Score the results. Do this exercise every evening for ten minutes—change the numbers each time for a month. You'll be amazed at the growth in your auditory memory span.

Likewise you can increase your auditory memory span for words and sentences. Here's how:

Have someone read short paragraphs to you in phrases—pausing at logical places. After the reading write what you have heard with as many

REFINERY CATALOG

Sells this

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INDUSTRY

The complex nature of oil, gas and petroleum processing operations requires use of the group system for planning, recommending, specifying and buying. As many as thirty men may have a voice in the selection of an important piece of equipment. Strict safety precautions and industry security practice make it virtually impossible for salesmen to contact a large part of the buying team. To do a complete selling job you must provide the buyers with a convenient and usable catalog.

INDUSTRY PREFERRED

Preferred over individual catalogs by an overwhelming majority of buyers, REFINERY CATALOG is the only comprehensive, cross-indexed reference specifically for the oil, gas and petrochemical processing industry. Three hundred suppliers of hundreds of products and services use this effective, low-cost composite catalog to keep current sales literature immediately available.

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Permanently pre-filed in REFINERY CATALOG, your product data is always on hand at more than 9,000 buying locations, blanketing the industry's primary buying power. Your catalog will be in the hands of men in companies responsible for 98% of equipment purchases in this big market. Distribution lists are continuously maintained and checked with the companies to assure waste-free coverage.

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A helpful data book covering the REFINERY CATALOG, with recommendations for more effective cataloging, is available from the local Gulf office . . . or write Advertising Sales Manager for your copy.

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**WE
CAN HELP
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**"THAT'S INCREDIBLE
TO LOCATE AND EMPLOY
125 SALARIED SALESMEN,
IN TEN DAYS,
ACROSS THE NATION"**

**THE SKEPTIC
MAY CONTACT HIS
N.P.C. OFFICE
ABOUT
THIS BONA FIDE ORDER
AND
ITS ACHIEVEMENT**

**CONFIDENTIAL—COMPETENT
TESTED—FAST—NATIONAL
PERSONNEL SERVICE**

**MAINTAIN YOUR SALES
PERSONNEL
THE MODERN WAY**

**IT TAKES SALESMANSHIP
TO QUALIFY AS AN N.P.C.
SALES APPLICANT**

CALL YOUR LOCAL N.P.C. MEMBER

LEVEQUE TOWER—COLUMBUS, OHIO

ASK FOR A COPY OF

"THE EMPLOYMENT COUNSELOR"

**INCENTIVE PROGRAM
ACCOUNT EXECUTIVES**

Leading incentive organization with a rapidly growing list of clients and prospects is looking for top caliber men experienced in developing and conducting prize incentive promotions.

Expansion plans, readjustment of territorial representatives and aggressive new sales policy have created several choice area openings, including New York.

Salary and bonus compensation, in accordance with applicant's experience and qualifications. All replies treated in strictest confidence. Write (do not phone)...

**G. A. Rechlin, Manager
Premium & Incentive Division**

**JOHN PLAIN & COMPANY
444 W. Washington St., Chicago 6**

what's your audience?



Dealers, jobbers, salesmen, servicemen, prospects? With a motion picture you can talk to any audience... Warning: select an experienced producer.

Atlas Film Corporation

**OAK PARK, ILL.
CHICAGO PHONE: AUSTIN 7-2620
WASHINGTON • CHICAGO • HOLLYWOOD**

of the original words as you recall. For example (the diagonal lines indicate pauses):

a) When psychologists use the terms / introvert and extrovert / to classify people / according to personality / they don't mean / anybody is completely / one or the other./

b) A lot of people argue / that there was more joy in marriage / in the good old days. / To prove their point / they cite the fact / that divorce used to be a rare exception. / But they forget / that divorce / had to be an exception / in those days / because the weight of convention / was against it. / What was the use / of ending / a miserable marriage / when the criticism / that followed / was even worse? /

c) When it comes to neckties / salesmen have a real chance / to express their individuality. / Experts say / the more daring ties / should be left to men / with dynamic personalities. / Males with dark hair and eyes / may also take a fling at them. / Striped ties are dangerous / with a striped suit and shirt. / Yellow and orange ties / increase an already shallow complexion. / Bow ties / make a face broader. / And fantastic hand-painted ties / can be frightful / unless the wearer's personality / is distinctly / on the jaunty side. / Ties can include everything / from an old-school stripe / to a picture / of a bubble dancer. / The latter of course / is inadvisable / especially when calling on a customer. /

- Have your helper read slowly.
- Correct what you write—after each reading.
- Use different paragraphs each evening.

Notice how your increased auditory span serves you well in listening to your customers.

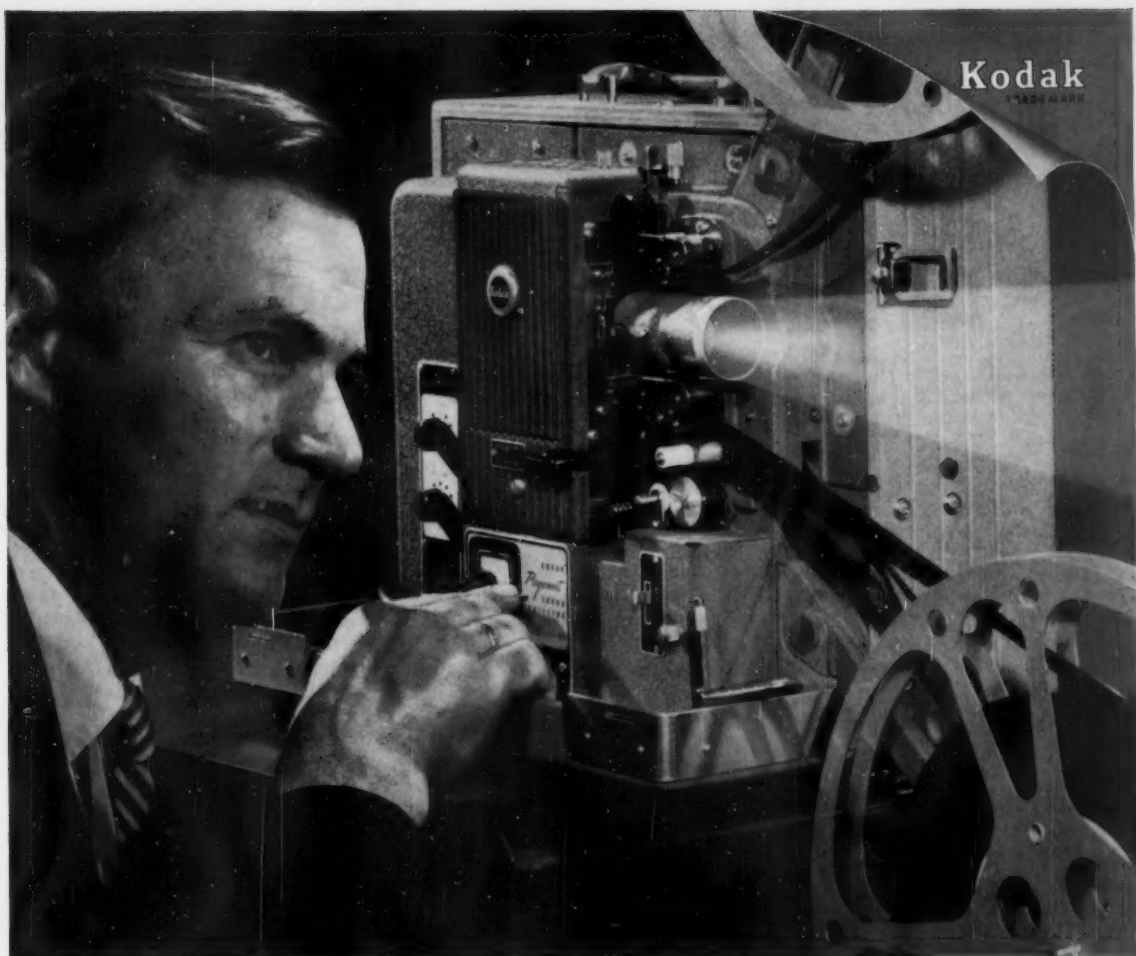
6. Take care of your hearing. If you suspect your hearing is dull, get an audiometric test. Get in touch with an ear specialist or your local League for the Hard of Hearing.

7. Check up now and then on your listening skill. Answer the following questions. You'll then be sure to touch all bases.

1. Is my hearing acute enough to listen well?
2. Is my sight keen enough to interpret the buyer's facial expressions?
3. Do I sit or stand in the presence

of the buyer so as to see his face as he talks?

4. Do I understand his words as he intends them?
5. Do I weigh the buyer's words, thoughts, questions, objectives from his point of view?
6. Do I restate accurately in my own mind the ideas and feelings the buyer conveys?
7. Do I repeat to the buyer—if necessary—in my own words the idea he expresses?
8. Do I avoid misunderstanding by being specific?
9. Do I search for the meaning of his words and what's behind them?
10. Am I on the lookout for opinions and facts—without confusing the two?
11. Do I pinpoint assumptions in the buyer's talk and help him see the facts clearly?
12. Do I listen for the source of his information—whether it is experience, observation, somebody else's opinion?
13. Do I study the buyer's voice, posture, actions, facial expressions—as he talks?
14. Do I give him plenty of opportunity to talk?
15. Do I evaluate how the buyer says things, because how he says them often tells more than what he says?
16. Do I avoid wishful listening?
17. Do I review my successful and unsuccessful sales presentations—to analyze the part listening played in them?
18. Do I listen past the No's, refusals, and excuses for not buying—for their real meaning?
19. Do I use listening as a means of draining off the buyer's emotional resistance?
20. Do I agree with Epictetus that, "Nature has given to men one tongue, but two ears, that we may hear from others twice as much as we speak"?



How to demonstrate the big, the complex **EVERYWHERE AT ONCE!**

How do you get fast, widespread demonstration of a new electronic product, for example, when the product isn't the kind a salesman can carry easily, and when live demonstration isn't always convenient?

The National Cash Register Company did it by shipping 275 Kodak Pageant 16mm Sound Projectors into its branch offices throughout the United States and Canada. And hundreds of NCR salesmen swung into action with a 31-minute demonstration film.

Results? The road to sales was shortened considerably.

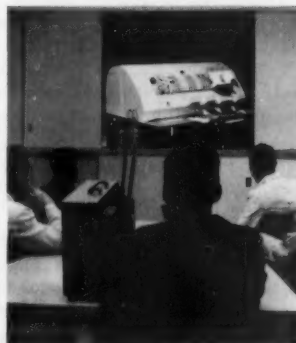
And something else happened:

Not one complaint has been reported about any of the 275 Kodak projectors.

Not one maintenance complaint. Not one operating complaint.

But then, Kodak Pageant Projectors don't get in the way of selling. Salesmen don't need to fumble with parts, because reel arms, belts, cords are all permanently attached. Even the film threading path is printed right on the projector. And permanent factory lubrication minimizes maintenance, eliminates need for oiling, ends lube record-keeping forever.

See how smoothly your sales presentations will run on a Pageant. Call your Kodak A-V dealer today or tomorrow and let him demonstrate how easy it is to operate this machine. Or for a fact-filled folder, write:



The NCR salesman switches on his Kodak Pageant Sound Projector and his presentations roll smoothly and uninterrupted for National's new electronic bank posting machine—The Post-Tronic.

Kodak Pageant Projector } **EASTMAN KODAK COMPANY, Dept. 8-V, Rochester 4, N. Y.**

Katz Agency Promotes Spot TV As "Sales Managers' Medium"

In addition to the 511.8 million "advertising" dollars reportedly spent last year in national and regional spot television, the Katz Agency, Inc., representative firm, has set out to get sales managers to "allocate 10% or more of your sales budget to spot TV."

The "salesman" on the TV screen, Katz contends, has "proved his ability—person-to-person, in sight and sound, with demonstration and persuasion—to sell goods and services."

A preview of the Katz presentation, "The Sales Managers' Medium," was held in New York last week before several hundred executives. These included v-p's for sales and marketing, sales and advertising managers and agency people. Other showings are planned for Chicago and St. Louis. (In August Katz will launch an advertising campaign in publications read by sales and marketing executives.)

Developed by Halsey Barrett, manager of TV new business development, the presentation stresses spot TV's coverage, penetration, flexibility and quick results. Marketing-wise, the medium offers custom tailoring:

- Outcome of the big broad war for sales progress is determined, month after month, by a lot of local sales battles.

- Few advertisers are truly "national." And nearly all of them face a lot of regional advertisers in nearly all markets.

- Both national and regional advertisers can make faster sales progress in some markets than in others.

- In all markets spot TV can be turned on, and up, to meet local needs and potentials.

- In fact, some advertisers

—such as Anheuser-Busch and Colgate-Palmolive—are tailoring sales territories to TV signal territories.

Some—such as Carter Products and Super-Anahist—have virtually replaced personal selling with spot TV.

Bristol-Myers' TV budget is now treble its sales budget.

Adell Chemical (Lestoil) first opens a market with spot TV, and then has salesmen make courtesy calls on super markets.

McCann-Erickson found that the "food industry saves \$4.5 billion annually" by spending \$500 million of

its advertising total primarily to "take the place of over-the-counter sales clerks." (Katz quotes Sales Management: "Manufacturers have long felt that the weakest link in the sales chain is the retail clerk.")

Not only is retail selling a "lost art," but super markets, discount houses, vending machines have replaced clerks.

Effective, low-cost mass-but-selective selling must keep pace with "automated" production in expanding the economy.

Katz cites General Electric's findings: In the last decade, sales and distribution efficiency improved only one third as much as production efficiency. The presentation points to a McGraw-Hill study which found that in this decade the cost per salesman's contact rose 61%.

Then it reports the experience of manufacturers and retailers—from foods, soaps and cosmetics to automobiles and appliances—to prove that TV, and TV stars, are "best salesmen": "National spot TV sells for you at both the middlemen and consumer-retail levels." It "pulls the product through the pipelines of distribution"—fast. Spot TV speeds the cycle of advertising-sales-profit, and thus increases profit.

With spot TV a sales manager may pick any one of several "best salesmen, in every sales territory, to put his product-story over." This "salesman" may be a syndicated name star; a network name star, through announcements or participations, or a local star. Or he may be "you, the sales manager, your own best salesman, or your product, speaking for itself."

After 170 years the U.S. is still "these United States." Customs, cli-

A Leader in Spot TV, Katz Sells Four Media

At the 71-year-old Katz Agency—now run by a third generation of Katzes—spot TV selling is kept very separate from other media.

Through ten sales offices, Katz represents 45 TV and 37 radio stations, 28 newspapers, three regional farm papers.

In spot TV volume Katz probably ranks with John Blair & Co. for first place. In spot radio it is among the first three.

The Katz TV list includes the five Storer stations and four each owned by Time, Inc., and Meredith Publishing Co. Most of its TV stations are in markets with more than 200,000 city-zone population. A third of them are in cities of more than 500,000.

mates and brand preference still vary: "Not just skis and suntan oil," says the Katz presentation, "but household staples and appliances have good, better, best markets."

A. C. Nielsen Co. finds, for example, that instant coffee is strongest in the Northeast and East Central areas. Automatic washers sell relatively better in the Far West and then the Northeast.

In 12 grocery categories, in 14 widely separated markets, Scripps-Howard Newspapers counted 12,791 brands. Of all these, only 461 were 14-market or "national." Among 768 brands of frozen foods, only four were "national." All 14 markets had only three—of 601—insecticide brands.

► In the 1958 newspaper-conducted Consolidated Consumer Analysis, Katz shows, nationally advertised Schlitz beer (in cans) ranked between No. 2 in Chicago and No. 9 in Seattle. Schlitz bottled-beer sales standing in these markets ranged from first in Chicago to tenth in Fresno.

To sell still more in their stronger markets, and bolster the weaker ones, sales managers are urged to "heavy-up" your TV-commercial salesmen's calls."

The varying intensity of individual advertiser's efforts is cited from a 25-major-market survey by Broadcast Advertisers' Reports: In one week late last year, for example, BAR found Stokeley-Van Camp foods using from eight spots in Cincinnati, and 12 in Atlanta, Dallas-Fort Worth, Milwaukee, Seattle and St. Louis, up to 24 in Detroit, Minneapolis and Pittsburgh, 25 in Washington, and 29 in Cleveland.

On penetration, Katz shows Nielsen findings in New York, Chicago and St. Louis: In one month, six daytime spots a week reached 51% and two nighttime spots a week reached 70% of all homes."

On coverage: "The TV signal covers a buying area"—suburban, marketing area and rural—"where regional retail sales often match or exceed city retail sales."

On continuity and costs: "Your TV commercial salesman" not only works seven days and evenings every week, and takes no summer vacation—but beyond his pay of 50 cents to \$3.50 per thousand homes—for making "10 million calls a day"—this super-salesman gets no expense account.

He wastes no time between calls. His sales efficiency isn't impaired by family distractions or hangovers. On that ever-cheerful TV screen he never grumbles or pities himself.

And, Katz tells the sales managers, "he never talks back to the boss!" ♦

American School Board Journal Delivers the "WHO-MANY" Readers in the Public School Market...



It's easy to fuzz your thinking on comparative advertising values when you let "big" mean "better" in media selection. This can happen when sheer numbers get in the way of true analysis.

For example, *American School Board Journal* could merely mean the greatest paid circulation in the public school field (this is true — 41.6% more than the No. 2 book and 55.6% more than the No. 3 book!). And the fact that *American School Board Journal* enjoys the highest renewal rate (also true!) again stresses mere numbers.

These figures alone do not tell you that *American School Board Journal* is read regularly by the people who make up the buying heart of the growing, dynamic school market... read regularly by superintendents, school board members, business officials and architects.

Yes, It's WHO-MANY Readership... Your Most Likely Prospects in Representative School Districts ... Like These Throughout the Country!

IN CHICAGO, ILLINOIS:	ASBJ reaches the Superintendent, Business Manager and 13 School Board Members.
IN SCHENECTADY, NEW YORK:	ASBJ reaches the Superintendent and 5 School Board Members.
IN MASSILON, OHIO:	ASBJ reaches the Superintendent, Business Manager and 5 School Board Members.
IN ABERDEEN, SOUTH DAKOTA:	ASBJ reaches the Superintendent and 5 School Board Members.
IN GILA BEND, ARIZONA:	ASBJ reaches the Superintendent and 5 School Board Members.

SEND FOR COMPLETE INFORMATION TODAY

MILWAUKEE (1):	Vincent C. Geisheker, 400 N. Broadway — BRoadway 1-9700
NEW YORK (7):	Jack Faber or Frank J. Fleming, 233 Broadway — WOrth 4-4071
CHICAGO (6):	James T. Callen, 20 N. Wacker Drive — SState 2-7272
MIAMI (32):	J. Bernard Cashion, Chamber of Commerce Bldg. — FRanklin 1-9941

the
**AMERICAN
SCHOOL BOARD
JOURNAL**

WORTH WRITING FOR . . .

Northern California Markets

Survey of Northern California markets. Data cover land area, population, number of families, retail sales, food and drug sales by county and trading area, with percentages of Northern California totals the trading areas represent. Included is a map of the eight trading areas. Write Miss Molly Murphy, Advertising Promotion Manager, The Call-Bulletin, 860

Howard St., San Francisco 19, Cal.

The Advertising Budget

A 32-page booklet on the role it plays in sales and profits. It condenses from existing literature the best-thinking and most successful practices which have thus far been evolved. Among the subjects covered: chief weaknesses of most advertising budgets; what charges belong in the ad-

vertising budget; breakdown of 297 opinions of large advertisers; essential steps in building an effective marketing program; effect of advertising on sales. Included is a bibliography of published articles and books dealing with advertising appropriations and budgets. Write A. G. Wade, II, President, Wade Advertising, Dept. SM, 20 N. Wacker Dr., Chicago 6, Ill.

Spendable Teenage Income

Survey covering 5,000 junior and senior highschoolers in 43 schools in 27 states: analysis of incomes; brand choices in many categories including automobiles, recreation items (sports equipment, records, radios, bicycles, cameras, soft drinks, etc.), watches, typewriters, pens, sewing machines. Write Don Layman, Advertising Director, Dept. SM, Scholastic Magazines, 33 W. 42nd St., New York 36, N. Y.

Eastern Oklahoma

Data on growth of this midcontinent market with 38 million people and a \$55-billion purchasing power. Detailed information about power and fuel, labor, transportation, oil and gas, minerals and chemicals, agriculture and livestock, Muskogee, Tulsa, Oklahoma City, Midland Valley. Write W. A. Carpenter, Vice President, Industrial Development, Kansas, Oklahoma and Gulf Railway Co., Dept. SM, Muskogee, Okla.

Sales Aids from Advertisers

Have you written for these booklets or samples described in recent advertisements in Sales Management?

Promotion Opportunities with Kodak: Consumer premiums; dealer and sales-force incentives; employee and business gifts; awards. Eastman Kodak Co., Dept. SM., Rochester 4 N. Y.

Meeting Planning: Pocket-size booklet containing reprints of some of the most popular articles on meeting planning. Readers' Service, Dept. SM, Sales Meetings, 1212 Chestnut St., Philadelphia 7, Pa.

Invading an Unfamiliar Market: Lists in chart form all the different kinds of information you may receive from ACB reports. The Advertising Checking Bureau, Inc., Dept. SM, 18 S. Michigan Ave., Chicago 3, Ill.

Counseling Service: For business gifts, premiums, awards, incentives, prizes, anniversaries, contests. Dirilyte Company of America, Inc., Dept. SM, Kokomo, Ind.

Intensive Advertising: Booklet which gets back to fundamentals, sets down the ABC's of sound advertising. The Associated Business Publications, Dept. SM, 205 E. 42nd St., New York 17, N. Y.

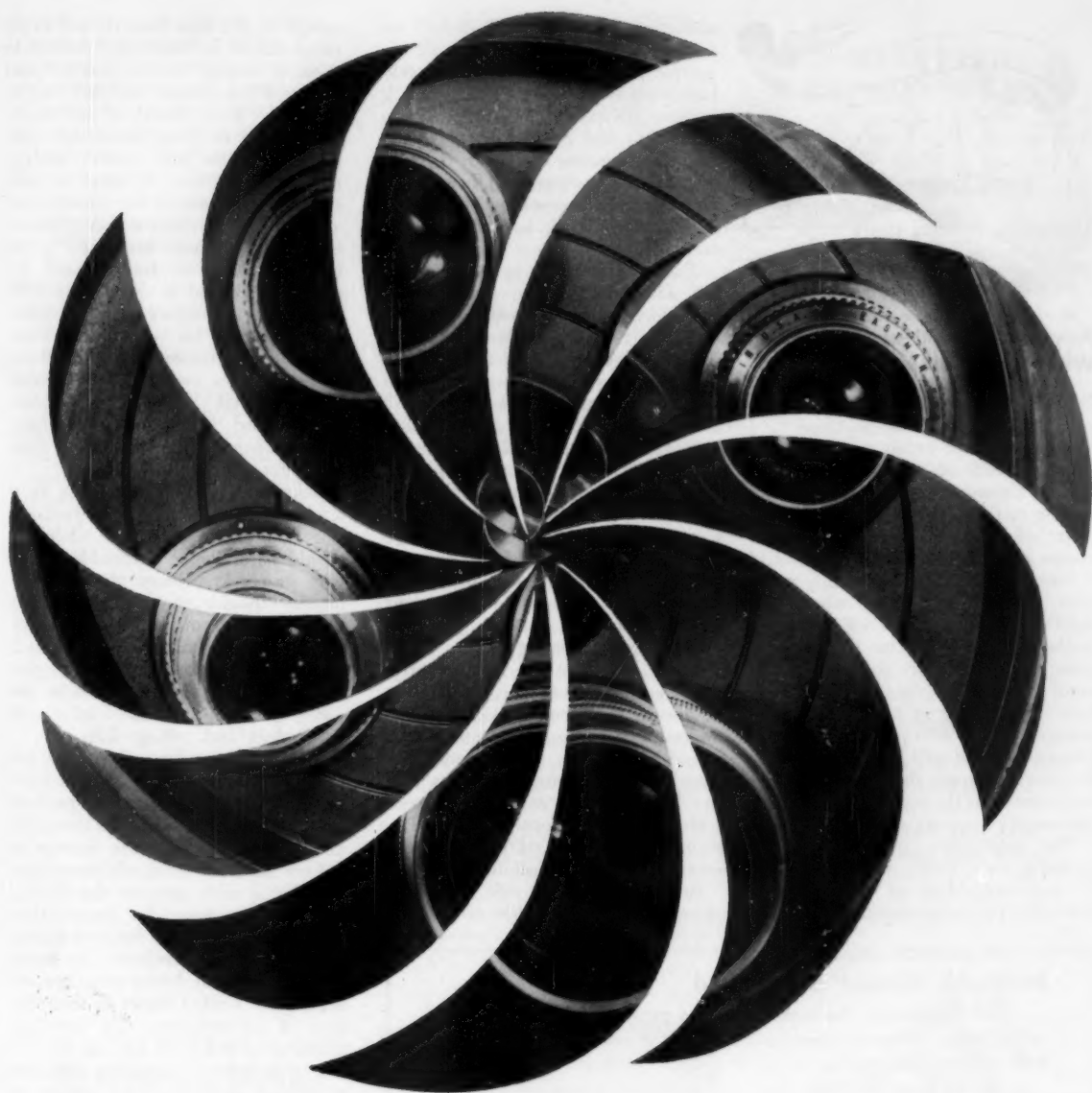


This is Captain Edgar Doudna of Wheaton, Illinois—a veteran United Airlines pilot. Like so many TOGETHER readers, Captain Doudna and his family live in a small community instead of a large city. He owns his own home. And he and his wife are active in church and

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Anything Can Happen When You Start to Sell Abroad

(continued from page 33)

abroad; and that unfortunately, a re-sounding 30% of all American personnel abroad decide against continuing in their jobs and return home long before their employer recoups even a small portion of his investment.

Successful operations carefully pick sales managers and their wives for their adaptability. The wife is particularly important. Her husband is going to have plenty to occupy his mind by way of business, but she will have to organize a household in a strange country with probably no real friends, and she will be far more apt to grow unhappy than he will. In most cases it is the wife's unhappiness that causes requests for repatriation.

The availability of merchandise (clothing, baby foods, etc.), the quality and availability of doctors and hospitals, tax advantages (or disad-

vantages), and the local picture on country clubs and the like are all important factors to discuss with potential overseas assignees. Remember, it is more advisable for management to paint a factual picture and have the candidate decline the job than to oversell the beauties and luxuries of the country concerned and then have to bring him back inside of a year or two.

Further orientation by management will facilitate personal planning for the relocation. What will the climate be like? It will affect choice of clothing and furniture. What is the school situation? Are they going to have to plan on private schools or tutors? What will the length of their mission be? Most Americans don't want to live abroad forever and would like an idea of the term involved for the sake of future planning. This is a strong factor with younger people who are willing to live abroad for from, say, five to ten years but wish to be sure that they will be back home for their children's most formative years or their parents' declining years.

Upon arrival in the host country, the sales manager and his family must be aware that their actions will be under much closer scrutiny than they would be at home. It is essential that they become thoroughly familiar with the local culture and do not conspicuously violate local customs. Ensuring this proper attitude is senior management's responsibility.

Both husband and wife should be given an intensive course in the lan-

guage of the host country and every effort should be made to inculcate in them a feeling for the culture and mores of the people they will be living with. They should, of course, be encouraged to form friendships with citizens of the host country and to identify themselves, as much as possible, as members of the community.

(In this connection a very interesting project has been developed by the Committee for an International Institute, interested in developing Ellis Island as a language and cultural training center for both private business and Government personnel about to embark on overseas assignments. The Maxwell School at Syracuse, Thunderbird in Arizona, and New York University, to mention a few, also offer courses of this type.)

Selection of sales managers is a vital area. From the practical business side, the sales manager, while he should naturally be a capable leader with proper knowledge of sales techniques, should also be particularly skillful in terms of product knowledge and training techniques. He will find, in most cases, that the greatest portion of his time, initially, will be devoted to training the local sales staff in product and selling skills.

The sales manager will find his job easier if he secures as much local identification of company and product as possible. He will also find that local know-how is vital to his success or failure. Although good, advanced merchandising skills may be the United States' best product for export, they still must be tempered by local habits, customs, and procedures. In many areas, foreign marketing practices are behind the United States in their degree of sophistication, but they are catching up fast.

It will behoove the sales manager to employ as many local people as possible to help achieve his local identification, to learn about local conditions and practices, and obviously to keep his overhead down.

Firm B:

This organization decided it did not want to chance using local management in its first international operation and hence installed a full team of management from the parent company.

Shortly after assuming command of the operation, this team became a clique; language difficulties prevented easy communication with the local people; and they found that they were, themselves, their only social, as well as business, contacts in an alien situation.

No teamwork existed between

Man with 'Abroad' Background

James G. Seaman, the author of this piece, writes as though he knows what he's talking about . . . and he does. Now with McKinsey & Co., international consulting firm, he has spent considerable time in other lands concerned with marketing operations.

His initial experience in an overseas operation took place while he was stationed in the Philippines with the Army Transportation Corps where he worked with inter-island shipping.

After receiving his B.A. degree from Williams in 1950, Seaman joined W. R. Grace & Co. as an administrative assistant for domestic transportation needs and export licensing. In 1952, he was sent to Lima, Peru, to handle sales and promotion for a variety of Grace interests. He soon be-

came assistant sales manager in the paper department in Lima.

Seaman's next job with Grace took him to Puerto Rico in late 1957 as general sales manager of paper operations there.



the two nationalities; resentments developed which was especially unfortunate, since the management team, preconditioned by American work habits, agreed with itself completely on operating methods and ignored local advice (there was no strong local voice in the management group).

This, coupled with the terrible burden on overhead, soon caused this organization to fold up and go home muttering to itself that "this country just isn't ready for modern American methods yet."

Another recommendation is that the manager use a local advertising agency (or U. S. agency with office in the country of operations) to ensure that all ad programs are adapted to local needs. Material fed from the home office is rarely suitable.

Firm C:

This firm, a paint manufacturer, established a manufacturing unit abroad. Sales management, utilizing advertising layouts provided by the home office, identified themselves completely with the well-known, quality product manufactured by the parent organization in the United States.

Quality claims forced the organization into a ruinous "make good" policy and insistence on identification as a branch of the parent company caused some of its most important clients to instruct their purchasing agents to deal with "local suppliers" out

of a defensive surge of nationalism.

Years of work were required to undo the initial damage caused by this ill-conceived policy which sneered at local identification.

During his getting-acquainted phase, the sales manager should take particular pains to observe the methods of his local competition. European competitors probably will be a great deal more active and aggressive than those companies with which the U. S. sales manager is familiar, and there will be more hard-sell and less large-scale entertaining.

As has been previously mentioned, the cost of maintaining people abroad is high. U. S. personnel, then, should be kept to a minimum. This creates one important task for the sales manager—training his replacement. As soon as is practicable, the sales manager should pick out an individual to be trained as his successor. Once this has been accomplished and a local man is qualified to take over the sales management job, the original manager is freed for promotion or to repeat the organization process in other countries.

Probably the most important principles that senior management can impress on overseas sales management are these:

1. Look for differences, not similarities, and learn how to adapt to them.
2. Become part of your environment—don't try to make the environment conform to you. ♦

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(continued from page 33)

rections which will make immediate use of them."

Each of the 35 International branches is—or is becoming—an independent company, responsible for its own operations. Each builds its own operating departments in such functions as production, sales, advertising, public relations, finance and medical. Each does its own sales recruitment and training.

In different countries the training period ranges from three weeks to three months. This is followed by a month of on-the-job training, and then a six-month trial.

Detailmen usually concentrate on one product at a time and get its story across in 15 minutes. (Doctors abroad are busy too.) "In West Germany—where nearly all detailmen are doctors," Powers explains, "they make at least eight pitches a day."

Though salaries often are less than here, commissions are higher. And for this fast-growing force, it would seem, there will be even more opportunities for advancement. Area and regional (national) managers receive bonuses, beyond salaries, for achieving sales targets.

► Several times a year the five area managers fly to New York to report and discuss the "going-local" progress in their millions of square miles of this planet's map. Then they hold quarterly meetings with regional managers in their areas . . . They suggest . . . They advise . . . They coordinate.

But they don't try to tell Timbuctoo how to act. That and 100 other lands, take some skilled and specialized local planning and doing.

In New York, the branch efforts are coordinated by Pfizer International's Board and top management.

Under Conrad C. Hurlimann, administrative v-p, New York serves the areas and branches in functions ranging from new-product development and pricing, to medical policy. It advises on production, supply, personnel, finance, law and marketing. New York also sets fiscal policies and approves budgets and all capital expenditures of more than \$10,000.

"Especially for new products," Powers says, "we tell them what claims they may make. We review their advertising—afterward."

Two worldwide common denominators are detailing to doctors and medical-journal advertising. Though parent Chas. Pfizer & Co. last year started a first corporate campaign in the U.S., International will continue to be a lot of "local entities." Collectively, they now spend for advertising more than \$5 million annually. They advertise through 20 local agencies. Big international agencies enter the scheme only in parts of South America: J. Walter Thompson Co. in Brazil and Chile, and McCann-Erickson in Argentina.

Advertising-to-sales ratios, Powers explains, are "somewhat lower" abroad. (The R&D ratio to sales, as yet, is lower still.) "There's more informing through detailmen. Especially in less-developed areas, we want detailers who are educators—and propagandists."

New York stimulates "cross-fertilization of ideas" and works on special jobs or joint projects, such as Spectrum International (now published at 12 locations in 18 languages).

Government relations are handled in Washington by the board's vice chairman, Gen. J. (for Joe) Lawton Collins. In some counties, such as medically—"socialized" England, the Government is the major customer and Pfizer keeps on explaining: "We're a British company—employing Britons." . . . The time required to get a product registered ranges from a month in Canada, Lebanon and Thailand, to often a year or more in Venezuela, Austria and France . . . Currency and foreign exchange controls, widely differing tax laws and manufacturing and employment regulations, all help to complicate sales growth abroad.

► Since the first plant abroad was opened in Belgium in 1951, Pfizer has become a "home manufacturer," year by year, in Canada, France and Japan; in Great Britain; in Australia, Brazil, West Germany and Spain; Sweden and the Philippines; Argentina and Italy, and Chile.

Last year alone Pfizer began to produce in Ceylon, India, Mexico, Pakistan and Turkey. This year Colombia is starting operations and construction in Australia is getting under way. Local plants in Taiwan, South Africa and Sweden are being studied. In five other countries the company operates distribution centers.

Notably in 1958, Pfizer went "more native" by acquisition. While enlarging its own facilities in England, it took over Britain's Kembell, Bishop & Co., Ltd.—including fine-chemical plants in England and Canada and distribution throughout these coun-

tries, Europe and the worldwide sterling area—as well as plants of the Dumex companies in India, Ceylon and Pakistan.

All this helps Pfizer gain ground against local rivals; against U.S. manufacturers abroad; competent exporters from other countries, and the steadily growing threat of Communist Russia and all her allies and satellites.

Local rivals range from big Montecatini in Italy to Mexico's 500 pharmaceutical laboratories. Leading American contenders include Bristol Laboratories of Bristol-Myers, Lederle Laboratories of American Cyanamid, Eli Lilly, Parke-Davis, and E. R. Squibb Division of Olin Mathieson. Among foreign exporters are British and Japanese firms, the West German Hoechst-Bayer combine, Switzerland's Ciba Hoffman-LaRoche, Italy's Lepetit.

► Meanwhile, the rampant Reds are busy trying to sink their own roots from India to such new countries as Ghana and Guinea . . .

Red competition may require some special resourcefulness.

"The Soviets are concentrating," John Powers says, "on nations whose social and economic needs are almost immeasurable. Already, in Guinea, the newest independent African country, are Czech technicians, and Bulgarian, East German and Polish trade missions. Soon they will turn to others in Africa and Asia. In many ways Russia has understood much better than we the forces in ferment in these lands."

Russia is "going local" ruthlessly.

In February, Powers went to India to implement an offer, made last year, to build for the Indian Government a multi-million-dollar basic-chemical and pharmaceutical plant. He found India completing negotiations with Russia for construction of a \$60 million "state-owned complex of medicinal chemical plants." Russia would contribute \$20 million in long-term credits, at low interest, and technicians and even workmen for the construction.

Undaunted, Pfizer still is negotiating to build in India.

John McKeen shows that the Reds are even stealing Pfizer's stuff.

In Moscow last summer a vacationing New York staff member of Pfizer International "bought four Soviet-made antibiotics — penicillin, Terramycin, Aureomycin and tetracycline. Though the packaging was crude," McKeen says, "the quality of the drugs does not appear to be inferior. The Russians claim to sell them at cost—or less."

"Russian encouragement of state-owned enterprise," he emphasizes, "must be met largely by private enterprise within each newly developing country."

Since World War II, private American investment overseas has nearly trebled from about \$15 to more than \$40 billion. To give our investors "suitable incentive and reasonable risk," Pfizer endorses the Boggs bill, now before Congress, which would extend to Asia and Africa tax incentives on investments abroad, now limited to the Western Hemisphere.

John Powers is pleased to note that the International Cooperative Administration's newly launched Office of Private Enterprise will help to guarantee private investments abroad.

► International's \$100 million target had been set, in 1956, for 1961. But it was since moved up to 1959. The 16% sales gain it requires still will take some doing. Despite greatly expanded manpower and facilities, Powers told his managers, International's 12% increase in 1958, from \$77 to \$86.4 million, barely reached target:

Drastic Governmental measures to stabilize their economies caused hard going in Brazil and Argentina. The economic recession, he added, "impeded our progress in some countries of Europe and the Far East, in Canada, the Caribbean, and even to some degree in Mexico. The great moves toward political independence south of the Sahara posed new problems for our ambitious expansion program there."

Only eight countries, in fact, topped their budgets. Leaders in sales volume among Pfizer's own branches and subsidiaries were Great Britain, Mexico, Brazil, Argentina and Italy. Largest sales increases, in percentages, among Pfizer's "own family" were made by Nigeria, India, Argentina, Chile and Guatemala. (In 70 countries, including West Germany and France, Pfizer products are distributed by other companies.)

Among 1959 objectives, Powers told the managers, are:

Fuller-scale operations in less-developed areas, "such as Africa south of the Sahara, Southeast Asia and the Mediterranean basin—our first substantial research effort abroad." And with a record number of new products, "we must handle a greatly expanded line without losing the depth of impact required for each major product."

"All over the world" Pfizer's position in agricultural products and fine chemicals would be strengthened. ♦

World's Animals Start to Get Pfizer's Full Sales Treatment

Probably 84% of the world's animal "population," and surely an even higher share of the world's farmers, are beyond U.S. borders.

Since 1951 the growth of the Agricultural Division of Chas. Pfizer & Co. has paralleled that of "human" pharmaceuticals in this country and of Pfizer International abroad.

Here, animal health and feed additive products have soared from zero to a \$20 million annual rate.

Abroad the "aggie" part of the International business last year reached \$11 million. This year it is expected to hit \$15 million.

Until recently J. Jerome Thompson, v-p in charge of the Agricultural Division for the parent company, confined himself to counseling John J. Powers, Jr., head of Pfizer International, in the U.S. Then Powers asked for his more active help abroad.

Last August, Jerry Thompson left all the domestic animals in the lap of his associate Hugh Dermody, and moved his family to Rome for five months.

He didn't stay in Rome. Instead he traveled through Italy and also visited Portugal, Spain, the Middle East and elsewhere, meeting farmers and those who serve them. And when he was home in Rome a lot of South Europeans, Egyptians, Israelis and others came to him to learn Pfizer's contributions to U.S. agriculture.

Abroad, Pfizer animal products now are sold in 20 countries, under ten agricultural marketing managers in branches and through five brokers. "There, as here," Thompson explains, "we sell feed producers—except in South America, where we deal with big growers direct . . . But as yet no country abroad has a 'Ralston Purina'—which last year sold five million tons of feed."

When he arrived in Italy he found eight Pfizer agricultural salesmen and some agents, supplied by the company's new Latina factory, near Rome. A preliminary marketing study had just been made.

Thompson helped to change the organizational setup, the products and labels. He wrote job descriptions, technical and sales training manuals, and a customer-selection program. He stepped up frequency of contacts; introduced sales ratings and brochure selling. He launched in Italy a six-a-year "push period" plan used in the U.S.; put the red-and-yellow "sunburst" motif into advertising to Italian farmers, and pitched "Five Fruitful Years," which he and Dermody had put to effective use on U.S. feed manufacturers.

He held meetings—first with distributors and agents and then Pfizer's own people—in Milan, Verona, Turin and Rome. He spoke in English, and an ex-Brooklyn radio script writer translated into Italian. "After a ten-hour daytime session," he says, "they wanted more in the evening." He learned that "you can't pressurize through an interpreter!"

This year, Italy's agricultural sales rate has more than doubled. And in a lot of countries—in Europe, South America, South Africa and Australia—Pfizer has stepped up agricultural advertising. Jerry Thompson believes that by 1970 "animal" sales abroad will exceed Pfizer's present International total.

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EXECUTIVE SHIFTS IN THE SALES WORLD

American Cyanamid Co. . . .

Charles G. Reiter named flakeboard and special products manager, Formica Corp. subsidiary.

A-S-R Products Corp. . . .

Robert A. Skead appointed marketing coordinator.

Bigelow-Sanford Carpet Co., Inc. . . .

Robert B. Freeman appointed vice president, merchandising, marketing division. Robert B. Jennings elected vice president, products.

Braniff International Airways . . .

Robert Booth named to newly created post of manager—international sales.

Dresser Industries, Inc. . . .

Claude L. Griffin named vice president—sales, Security Engineering Division.

Schick Inc. . . .

C. Howard Pease joins Schick as vice president and general manager, Schick Service, Inc.

Scripps-Howard Newspapers . . .

Robert K. Stoltz appointed manager of new LA sales office, General Advertising Dept.

SKF Industries, Inc. . . .

George E. O'Connor appointed manager, Market Analysis.

Sofskin, Inc. . . .

Henry K. Berman appointed national sales manager.

Stahl-Meyer, Inc. . . .

Frank J. Guthrie elected vice president for domestic sales.

United States Rubber Co. . . .

John V. Drum appointed marketing manager, mechanical goods.

Ward Baking Co. . . .

Jack C. Grifo made product manager for bread.

Answers to Famous Trademarks Test

Trademark	% Correctly Identifying*
A. Old Dutch Cleanser	86%
B. Cadillac	87
C. Morton salt	78
D. Goodyear Tire & Rubber Co.	45
E. Sunshine biscuits—Krispy crackers	12
F. Pontiac	88
G. Old Grand-Dad Bourbon	35
H. RCA Victor	91
I. Four Roses whiskey	83
J. Johnnie Walker Scotch whiskey	82
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HUGHES PRINTING CO.
EAST STROUDSBURG, PA.

TODAY'S ADVERTISING

Policies • Trends • People

by Lawrence M. (Mike) Hughes

Durable

Pleased with the service, over five years, of The Manning Public Relations Firm, New York, Lukens Steel Co. has written the contract renewal on its clad steel. This, says Lukens, is much better than an iron-clad contract. Presumably, it means Manning will be in the picture perpetually.

If you've wondered what direct benefits basic-materials producers get from mass-media programs: A year or two ago the network TV "U.S. Steel Hour" devoted a commercial to the new Mackinaw Straits bridge between upper and lower Michigan. One of the millions who were impressed was an official of the State of Illinois. USS wound up with a \$10 million order to span Illinois rivers.

Color

After listening carefully to Triangle Stations' Roger W. Clipp, TvB's Pete Cash, and assorted v-ps of RCA and NBC, I still wonder if the forthcoming "intensive national color-television promotion campaign" isn't putting cart before horse.

There'll be a lot more colorcasting: NBC now gives you "Howdy Doody" in color, and this fall Japanese TV viewers will enjoy Kraft Foods' Perry Como on color films. Ratings of color shows are said to double those of b&w, and 350 U.S. stations now are color-equipped.

But after five years of losing its colorful shirt, RCA has been joined, among setmakers, only by Admiral. Only 1% of all sets can now receive color.

With b&w-set sales declining, as their penetration of U. S. homes nears 100%, I suggest that the color clan concentrate on receiving-set obsolescence.

With five million, instead of the present less than 500,000 color sets available, advertisers would be even more color-conscious.

Broad

Among the 100 largest advertisers in eight media in 1958, only 11 bought all eight: newspapers, general magazines, farm magazines, business publications, network TV, spot TV, spot radio and outdoor.

The 11 "all-media" advertisers were three motor-makers—General Motors, Ford and Chrysler; four food producers—General Mills, Standard Brands, Corn Products and Quaker Oats; three oil refiners—Shell, Texaco and Gulf—and Union Carbide.

Carbide spent more in b.p.s than in any other medium.

Capsule

Into an 800-pound cornerstone of the new 48-story Time & Life building, New York, went 30 pounds of things to enlighten whoever opens the capsule on June 23, 2023. Included were ten magazines, including international editions, of Time, Inc., recent logs of six radio and four TV stations owned by the company; corporate reports and contracts; a directory of present personnel, and speeches by Harry Luce.

There were also original prospectuses:

For Time (1923): "People are uninformed because no publication has adapted itself to the time which busy men are able to spend on simply keeping informed."

For Life—still unnamed (1936): "To see life; to see the world; to eyewitness great events; to watch the faces of the poor and the gestures of the proud . . ."

For Fortune (1930): ". . . a magazine which shall represent business in ink and paper, word and picture as the finest skyscraper reflects it in stone and steel and architecture."

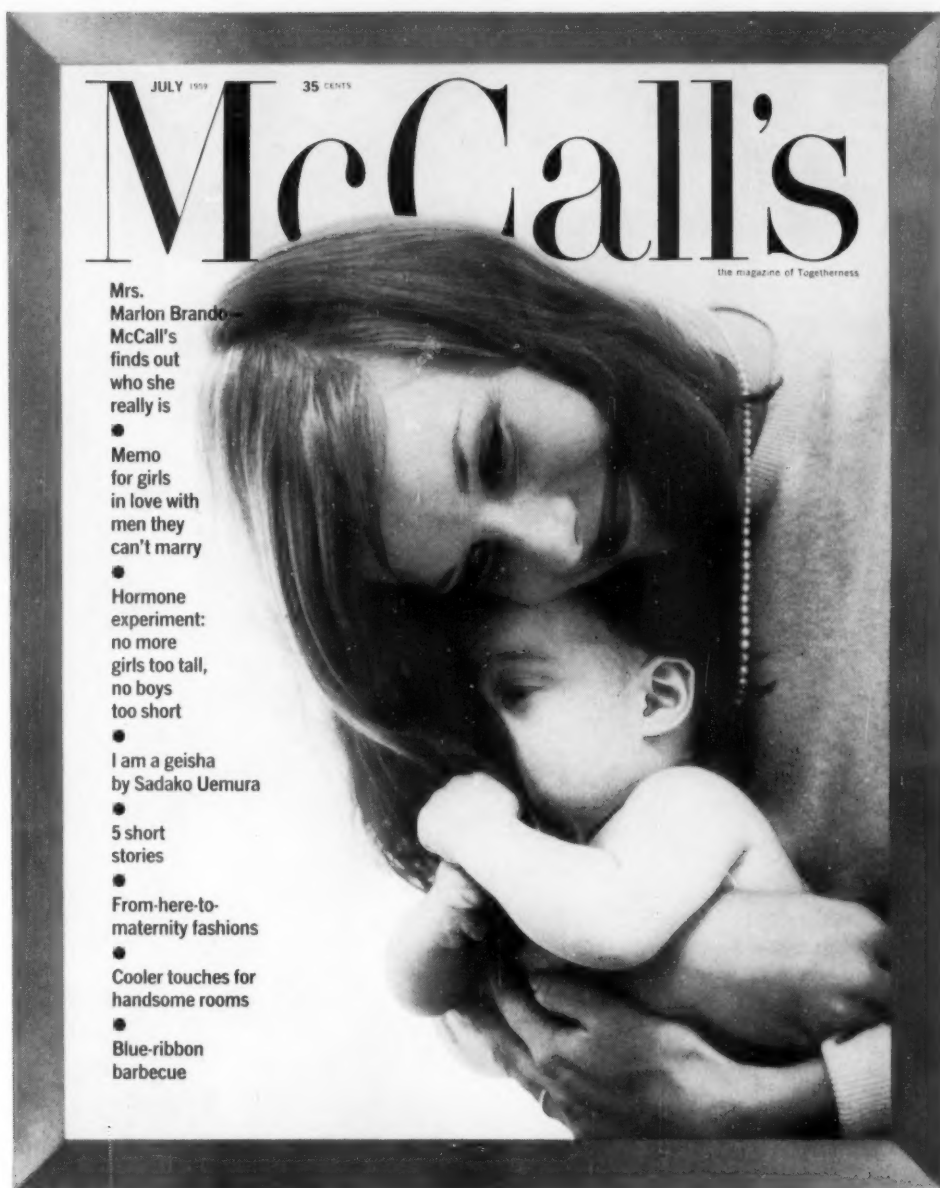
Advertisers

Service: The new Staff Supermarket Associates, Inc., New York, offers a lot of services to 200 supers. Two of the less major ones are hotel reservations and check cashing . . . **Juvenile:** Grosset & Dunlap will promote children's books on Don McNeill's "Breakfast Club" on ABC Radio . . . **Booty:** As part of a "Little Bit Better Breakfast Sweepstakes" consumer contest for Post cereals, General Foods offers dealers \$100,000 . . . **Personal:** The ideal product should mean all things to all customers: Prince Matchabelli's Wind Song perfume "diffuses differently on each woman who wears it." . . . **Family:** My favorites among all the items being shown at Ford's American Road Show, at shopping centers, are: Abercrombie & Fitch's catnip scratching post; Flexport pet door of Turen, Inc., Danvers, Mass., and a powered Model T for kids, made by Arnold-Dain Corp., Mahopac, N. Y.

Media

Most Likely: Once CBS made a survey in which CBS failed to emerge first. The results were not published . . . Such is not so in separate studies by Dr. Dichter's Institute for Motivational Research and McCann-Erickson's Market Planning Corp. In both N. Y. and L. A. (seven TV-station markets) the CBS "image" was found to mean "authority, prestige and confidence."

Turn: MPA learns that "magazines should end 1959 with a gross advertising revenue averaging 11% and gross circulation revenue almost 12% better than that for 1958." In ad linage thus far this year, half the weeklies, half the shelter books and three fourths of the women's magazines are ahead.



WHY THIS ISSUE OF McCALL'S CONTAINS 21 PERCENT MORE ADVERTISING THAN A YEAR AGO

First of all, most of all, it is wonderful to read. Its short stories are the best popular stories published. Its articles are deeply human, deeply personal, enormously alive. Its coverage of medicine and movies, music and marriage, books and television, is thorough—and feminine. Its art presentation has a dramatic dimension.

Its service pages—food, fashion, equipment, personal beauty, decorating—are the most professionally done. Everybody in the business now seems to say so.

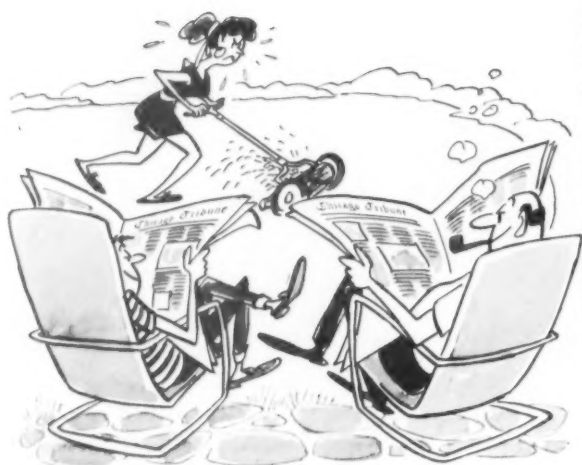
Its recent book condensations—the Groucho Marx autobiography, for example, and Fred Astaire's—are merely fore-runners of literary events in the offing. As another example,

the extraordinary memoirs of one of the most important and controversial men of our century (publication awaiting only the necessary government clearance).

This current issue of McCall's carries 21 percent more advertising lineage than a year ago because advertisers are very much aware of what is happening in the women's field.

NO CHARGE FOR BLEED. Effective with McCall's October issue, the 10% bleed charge for black-and-white or four-color advertising will be eliminated. This gives McCall's the lowest cost per thousand for bleed advertising in the women's field.

CIRCULATION HIGHEST IN McCALL'S 89-YEAR HISTORY... NOW MORE THAN 5,400,000



More readers more advertising- THE TRIBUNE GETS 'EM IN CHICAGO!

The Tribune sells nearly 900,000 copies daily, 1,250,000 on Sundays—over one and a half times the circulation of any other Chicago paper. It is read by more families in Chicago and suburbs than the top 5 national weekly magazines combined. More than 6 times as many Chicagoans turn its pages as turn on the average evening TV

show! Advertisers spent over \$60,000,000 in the Tribune last year—more than in all other Chicago papers put together. Unmatched, also, is the Tribune's record of advertising results. It out-pulls other Chicago papers 3 to one, 4 to one, even 15 to one—evidence of a selling FORCE which is uniquely the Tribune's in Chicago!

3

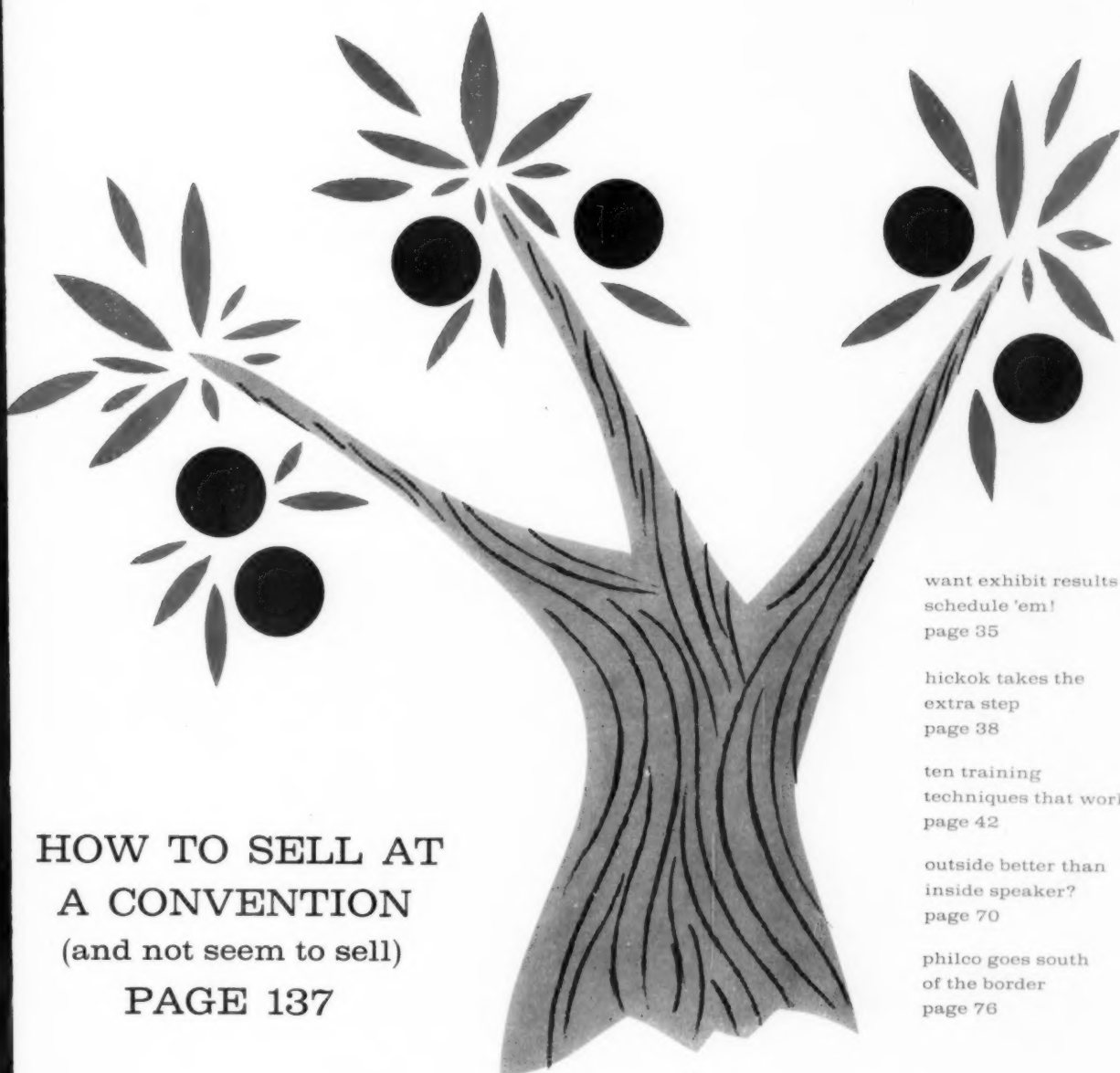
JULY 17, 1959

Sales Management

PART TWO

Sales Meetings

CONVENTIONS • EXPOSITIONS • TRADE SHOWS



**HOW TO SELL AT
A CONVENTION
(and not seem to sell)
PAGE 137**

want exhibit results
schedule 'em!
page 35

hickok takes the
extra step
page 38

ten training
techniques that work
page 42

outside better than
inside speaker?
page 70

philco goes south
of the border
page 76



TWA PUTS WINGS ON CONVENTION PLANNING

Join in the fun at Las Vegas—one of the most popular convention cities on TWA's world-wide routes! It's a natural for business or holiday get-togethers. And naturally, TWA offers every help, from site selection to round-trip transportation!

Highly trained TWA Convention Bureau specialists are at your disposal. Ready to help you choose facilities best suited to make your meeting an outstanding success . . . ideal locations . . . accommodations for large or small groups . . . relaxing recreation.

For information about TWA's Convention Planning service, call your nearest TWA office today. Or write: Convention Manager, Trans World Airlines, 380 Madison Avenue, New York 17, N. Y.

FLY THE FINEST... FLY **TWA** TRANS WORLD AIRLINES
USA • EUROPE • AFRICA • ASIA





More "know-how" . . .



More equipment . . .



More service . . .

**to make your next show or
sales meeting the BEST yet!**

Yes, here at Andrews, Bartlett and Associates we have the keys to the success of your next show, exposition or sales meeting.

Many years of planning, designing and producing shows, expositions and public events for the nation's leading businesses and trade and business associations have given us the "know-how" to produce that "crowd-pulling" show or exposition you have always wanted.

Call us in at the very start of your planning and take advantage of our design and planning service.

Let us show you the dollar-cutting short-cuts that are possible by utilizing equipment and materials from the thousands of pieces in the Andrews, Bartlett and Associates warehouses to materialize and glamorize your next event anywhere in the nation. There's really nothing like it! . . . no matter what the size or budget of your plans.

A letter or phone call right now will put the Andrews, Bartlett and Associates "know-how" to work for you at the start of your planning.

Andrews, Bartlett and Associates, Inc.

The nation's foremost firm in exposition production and furnishings

1849 West 24th St. • Cleveland 13, Ohio • Phone TOWer 1-6045

1260 North Dearborn • Chicago 10, Illinois • Phone Delaware 7-0011



Miss Kay Protsman and Miss Karen Kinnison point old cannon from historic fort . . .

**Hold it on the
sunny, historic
MISSISSIPPI**

Gulf Coast

Everything's in your favor, from weather to costs, when you hold your convention on the Dixieland Riviera . . . Meeting rooms from 20 to 1500 persons . . . Banquet rooms seating up to 800 . . . approximately 5000 rooms in modern beach hotels and motels . . . Golf, swim, fish, sail . . . Lots to see and do days and nights . . . 60 minutes from New Orleans or Mobile . . . Air facilities.

MAIL THE COUPON

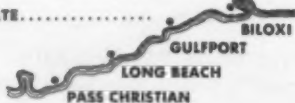
For complete convention information just mail the coupon to Chamber of Commerce of any of the Mississippi cities shown below.

NAME.....

ADDRESS.....

CITY.....

STATE.....



Sales Meetings

CONVENTIONS • EXPOSITIONS • TRADE SHOWS

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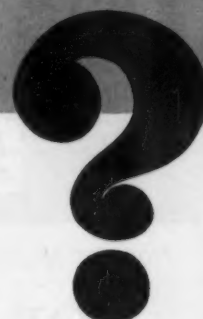
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JULY 17, 1959

can you hold
your **MOST**
successful
CONVENTION
in
LAS VEGAS



**ask the people
who have....**

JULIAN CONOVER
AMERICAN MINING CONGRESS

ROBERT G. WELCH
AMERICAN STEEL WAREHOUSE ASS'N.

RALPH WHITENER
AIR FORCE ASSOCIATION

BOB SMITH
GENERAL ELECTRIC COMPANY

SAMUEL J. BRECHNER
WESTINGHOUSE APPL. SALES CORP.

DR. HOMER SMITH
PACIFIC COAST
OTO-OPHTHALMOLOGICAL SOCIETY

**our best sales people
are those who have proven
there is nothing like....**



COMPLETE FACILITIES FOR
SHOWS, SALES MEETINGS, CONVENTIONS





In NEW YORK CITY

IBM EASTERN AIR LINES Swift
Inco Nickel NBC Seagram's

Honored by great organizations of America...

For Service Beyond the Call of Duty



- **Personalized attention:** Your first contact at Henry Hudson becomes your group's very own *aide de camp*, to guide you through your stay at the Henry Hudson, to take care of everything.
- **Choice location:** steps from the Coliseum, a short walk to Times Square, Radio City.
- **Complete Facilities** for groups of 10—1,000, with largest banquet-meeting space of any hotel in the Coliseum zone.
- **1200 choice guest rooms:** your group can stay together when you hold your function at the Henry Hudson.

HENRY HUDSON HOTEL

353 West 57th Street, New York City

For complete details,
direct inquiries to
Frank W. Berkman.
For your convenience,
send in coupon today.

Mr. Frank W. Berkman, Henry Hudson Hotel, Dept. A-7
353 West 57th St., New York, N. Y.

Kindly send me full information about meeting
room facilities and service.

Name _____

Company _____

Address _____

City _____ Zone _____ State _____

Sales Management / PART TWO

Sales Meetings

EXECUTIVE OFFICES, 1212 Chestnut St.
Philadelphia 7, Pa. WALnut 3-1788

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Jacqueline Fox
Esther A. Gansky
Toula DePrince

VICE-PRESIDENT

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York 17, N. Y., YUKon 6-4800.

Advertising Production, M. Greenberg

DIVISION SALES OFFICES

Philadelphia—Paul Lightman, Southeast
and Foreign Manager, 1212 Chestnut
St., Philadelphia 7, Pa., WALnut 3-1788.

New York—Don O'Fee, 630 Third Ave.,
New York 17, N. Y. YUKon 6-4800.

Chicago—Thomas S. Turner, Midwest
Manager, 333 N. Michigan Ave., Chi-
cago 1, Ill., STATE 2-1266.

Pacific Coast—Warwick S. Carpenter,
Western Manager, 15 East de la
Guerra, Santa Barbara, Calif., WOOD-
land 2-3612.

Bill Brothers Publications in MARKET-
ING: Sales Management, Sales Meet-
ings, Premium Practice.
INDUSTRIAL: Rubber
World, Plastics Technol-
ogy. MERCHANDISING:
Fast Food, Floor Covering
Profits and Modern Tire Dealer.



SALES MEETINGS is issued bimonthly: January,
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Part Two of SALES MANAGEMENT. All mail for
SALES MEETINGS should be directed to Philadel-
phia Office.

Copyright Sales Management, Inc., 1959

SALES MEETINGS/Part II SALES MANAGEMENT

LET **El San Juan**
Intercontinental
make your convention
unconventional this year!

Board meetings on the beach? Big deals in the dining room? Private caucuses in the cocktail lounge? Or formal assemblies in banquet rooms that hold up to 1500? They're all awaiting your business-and-pleasure at the San Juan Intercontinental, located on 15 beautiful acres in sunny Puerto Rico.

In Puerto Rico, you have all the fun of a foreign land—with no passports, inoculations, visas, or customs to complicate your planning. At the San Juan Intercontinental, you'll have restaurants, bars, pool, cabana

club, nearby golf course and our own 1500-foot private beach—finest on the island—*plus* all the service and efficiency of an outstanding convention hotel!

The San Juan Intercontinental is just *one* of 15 modern Intercontinental Hotels in 11 friendly foreign lands. All are supervised to American standards.

Phone your travel agent or Intercontinental Hotels (in New York—STillwell 6-5858, in Miami—FRanklin 1-6661). Or write Intercontinental Hotels, Chrysler Bldg., New York 17.



INTERCONTINENTAL HOTELS

The World's Largest Group of International Hotels

GIVE YOUR MEETING FOREIGN FLAVOR—IN PUERTO RICO, U.S.A.!



Yes, you'll be meeting away from the ordinary, enjoying the different attractions of a foreign land...yet you can make yourself right at home in Puerto Rico — it's a part of the USA, and the welcome is as friendly as the weather! Plan now to reserve the luxurious LA CONCHA — Puerto Rico's newest — in the heart of San Juan. You'll be sure of superb food in a variety of charming dining rooms... you'll enjoy a beach, cabana club, cocktail lounges, night club...and the kind of service, comfort, and atmosphere that will give your conference, your delegates, new spirit!



Dine, dance,
be entertained
in the
spectacular
**CLUB
LA CONCHA**
...a giant shell,
set on the
ocean's edge!

Unique
**CABANA
CLUB**
and huge pool;
wide, white
private
ocean beach!

**OPEN
ALL
YEAR**

**EL
MIRADOR**
Cocktail Lounge,
with a view
of the mountains,
the city,
the ocean!

EVERYTHING IS HERE FOR ANY SIZE MEETING!

250 luxurious guest rooms and suites, with cooperating hotels nearby bringing the total of deluxe accommodations to over 700. Spacious, air-conditioned meeting rooms — flexible and completely equipped — that can accommodate in supreme comfort any size banquet or meeting from a small executive conference of 10 to a large meeting of 700, or a sumptuous banquet of 800 in Las Nereidas Room. In addition — an expert convention-trained staff will take care of all details, supply you with all accessories.

HENNING MOGENSEN, Manager

No visas, passports, or vaccinations necessary for U.S. citizens.
Only 6 hours by air from New York; only 4 air hours from Miami.
Comprehensive convention brochure sent on request.

Representatives — WILLIAM P. WOLFE Organization

AN ASSOCIATED FEDERAL HOTEL / Cecil Mills, President

Here's how Western Airlines
can help yours to be a

SUCCESSFUL CONVENTION!



WHERE you hold your convention or sales meeting is a big factor in its success. And it need not be "the same old place." You can add new life and appeal by choosing any one of a dozen exciting convention cities in the West—thanks to fast Western Airlines service.

Let Western Help You Decide

Because Western serves *all* the major convention cities in Western America, we maintain a special Convention Bureau to give you unbiased facts about these cities and their facilities. The Bureau staff, headed by Betty West, is devoted solely to gathering first-hand information which convention planners need. Here are some of the questions we can answer for you—without cost or obligation:

- **Hotels.** Which hotels have meeting rooms of the type and size you

require? What are the rates? Which ones offer special "packages" including entertainment, recreation, etc.? Which deliver the service and the facilities you need?

- **Appropriate dates.** Will your meeting conflict with another in the same category? What's the best time of year for the convention city that interests you?

- **Routing benefits.** Can travel to your meeting be routed so as to make the occasion even more interesting? For example, a group flying from an Eastern city to the West Coast was able to visit Mexico City en route at *very little extra cost!*

- **Attendance assurance.** What can you do to make sure of the highest possible attendance? The Convention Bureau can provide you with a *proved* plan that has resulted in boosts of 40% and more.

These and many other answers are yours for the asking... from the Western Convention Bureau. Look at the *wonderful* convention cities Western Airlines serves. Then write us for information about any of them. It's your first step toward a more *successful* convention! Just write—

BETTY WEST, CONVENTION BUREAU,
WESTERN AIRLINES, 6060 AVION
DRIVE, LOS ANGELES 45, CALIF.



LOS ANGELES • LONG BEACH
SAN DIEGO • SAN FRANCISCO/OAKLAND
PORTLAND • SEATTLE/TACOMA
RENO • LAS VEGAS • PHOENIX
SALT LAKE CITY • DENVER
MINNEAPOLIS/ST. PAUL • MEXICO CITY

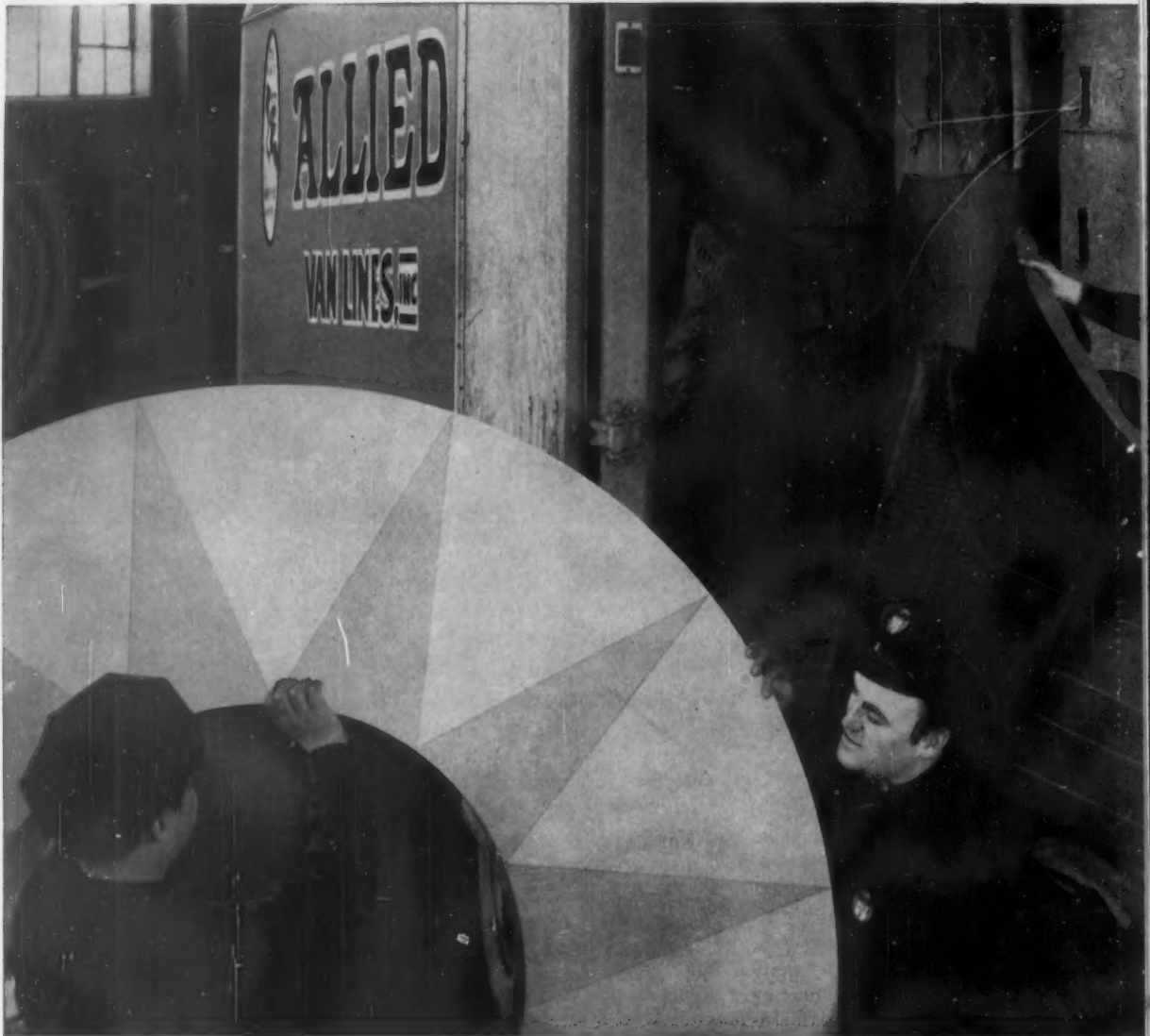
WESTERN AIRLINES

The wonderful way to your next convention

Moving an exhibit in a hurry?

.....

Trust everything



Call Allied Van Lines, Inc.

Look for your Allied Man's number
in the Yellow Pages under "Movers"

*More people do
again and again*



The show goes on—on time.

Relax, and let your Allied Man handle everything. He'll get it there on time, move it to the next show. This takes lots of experience, expert scheduling, plenty of equipment. And your Allied Man has it. Allied Men

to your Allied Man



have a gentle way with large, easily marred display panels—that keeps them new and fresh-looking longer. Your Allied Man is the world's largest mover—the leader in the moving business. Naturally, you can trust him to take care of your equipment *right!*



SPOTLIGHT YOUR CONVENTION

at the

HOTEL

New Yorker

JOSEPH MASSAGLIA JR.,
President

CHARLES W. COLE,
Gen. Mgr.

- 125 suites
- 2500 rooms
- 25 meeting rooms
- 350 show rooms and large exhibit areas

New York's largest skyscraper hotel—the New Yorker—tops for convenience and Convention facilities... plus the "know how" of an experienced Convention staff.

In the heart of the city's trading and entertainment area. Direct subway to Pennsylvania Railroad Station and Long Island Railroad. Center Auditorium adjacent to the hotel (capacity 3500). New York Trade Show building diagonally across the street.

Write, phone (L.Ongacre 3-1000) or teletype (NY 1-1384) Jack Potter, Dir. of Sales, or contact Chicago Office DE 7-6344.



12 Massaglia Hotels across the USA and in Hawaii

Santa Monica, Calif. Hotel MIRAMAR
San Jose, Calif. Hotel SAINTE CLAIRE
Long Beach, Calif. Hotel WILTON
Gallup, N. M. Hotel EL RANCHO
Albuquerque, N. M. Hotel FRANCISCAN
Honolulu Hotel WAIKIKI BILTMORE

Washington, D. C. Hotel RALEIGH
Hartford, Conn. Hotel BOND
Cincinnati, O. Hotel SINTON
Pittsburgh, Pa. Hotel SHERWYN
Denver, Col. Hotel PARK LANE
New York City Hotel NEW YORKER

Ideal Vacation Convention Site



GLACIER PARK LODGE IN NORTHWEST MONTANA

Write Convention Mgr., Glacier Park Co., East Glacier Park, Montana

MEETING—PERFECT! AT THE ALGIERS

Excellent meeting rooms and facilities... nationally famous personalized service... superb food... pool, beach, entertainment... PLUS intelligent planning by group meeting experts!

Only a few minutes from the great new Miami Beach Exhibition Hall.

Luxurious rooms... Group rates. For complete information and illustrated brochures, write, wire or phone—contact Joseph T. Case, Sales Manager 600 Fifth Avenue, New York 20, N.Y.

JUDSON 2-5831

hotel Algiers

OCEANFRONT
25th TO 26th STREETS • MIAMI BEACH

A WHOLE CONVENTION TOWN for 50 to 800 under one roof

EASY TO PLAN

Resident Convention Manager
Serialized Assembly Rooms
Public Address Systems
Committee Rooms
Banquet Hall—Ballroom
Exhibit Areas
Roof Garden Suite
Private Reception Suites
Spacious Bedrooms
24-hour Room Service
Barber Shop • Health Baths

FUN FOR WIVES

Special Programs
Luncheon Parties
Card Parties
Fashion Shows
Couturier Shops
Sundecks • Buffets
Lobby Concerts
Beauty Salon
Luxury Service
Nightly Dancing

Write for free Convention Organizing Folios—Coordinating folio for General Chairman—separate folio to guide each special chairman

HOTEL DENNIS

Boardwalk at Michigan Avenue
Atlantic City
Atlantic City 4-8111
John Leishman,
Convention Mgr.

what to ask

Within the last two or three years, several articles have appeared concerning the reaction of salesmen to sales conventions and meetings. We assume the information for these articles was gathered either by questionnaire or a question interview. Although we cannot refer you to a specific article or publication date, we wondered if you could recall any of these and perhaps lay your hands on the questionnaires or questions used.

Our reason for making this request is that we have just completed three sales meetings in Las Vegas involving about 1,600 people. We would like to query them on their reaction to the meetings just held to obtain honest suggestions of improvements and changes we might make in the future.

Jim Farlee

Assistant Vice President
Mutual of Omaha
Omaha, Neb.

ain't so, he says

The second sentence in the first paragraph on your editorial page of the May 15 issue disturbs me immensely. (As The Editors See It, pg. 31, "Most government-operated businesses have been eliminated.") I am sure the writer must have been misinformed somewhere along the line. To prove my point I should like to quote from a speech given by J. E. Corette, president, Edison Electric Institute, and president, Montana Power Company, in an address before the 27th Annual Convention Edison Electric Institute at New Orleans on April 6. I quote from the portion of his talk titled, "Trends in America."

"To preserve those things which make America great, we must always be considering what is going on in this country, what the trends are and where they lead. Because, ordinarily, once you have lost a right or a privilege, it is too late to do anything about it.

"Government in America today has what has been called political elephantiasis, as is clearly indicated in the following official statement made by the late Rowland Hughes, at that time Director of

the Bureau of the Budget:

"The Federal Government is, among other things, the largest electric power producer in the country, the largest insurer, the largest lender and the largest holder of grazing land, the largest holder of timberland and the largest owner of grain, the largest ship owner and the largest truck fleet operator. For a nation which is the citadel and the world's principal exponent of private enterprise and individual initiative, this is an amazing list."

"A recent Budget Bureau report found the Federal government engaging in approximately 20,000 commercial business enterprises, each of which could have been handled by an investor-owned business."

"This trend is continuing as evidenced by such proposals as the so-called TVA revenue bond bill, the Columbia Valley Development Corporation bill, the Great Plains Administration bill of the last Congress, the socialized medicine bill, the Federal housing bill and many others."

Further, I think you will be interested in another section of his talk discussing the growth of government-owned or financed power.

"There is no better example of the growth and development of the government in business than the history of government-owned or financed generating capacity which has increased as follows:

1932	7% of the total
1940	14% of the total
1950	20% of the total
1957	25% of the total."

Excepting the above referred-to second sentence, I liked your editorial very much. I have been a continuous reader of your magazine for the past four and one-half years and have enjoyed every issue.

Franklyn Dickinson

47 N. Main St.
Akron 8, Ohio

concurs on labor story

Your recent article entitled, "What You Should Know About Labor at Shows," certainly holds true for every convention hall in the country. Instruct the exhibitors to let the show manager or

Business is a pleasure



*...when
meetings...conferences
...forums are held at*

Historic Williamsburg

Virginia's restored colonial capital offers an ideal setting for top-flight meetings and conference groups in all seasons. The Williamsburg Inn & Lodge are now joined by a great new modern facility, the Williamsburg Motor House, to provide fine accommodations for groups up to 400 persons.

Conference delegates and their families can combine business with an enjoyable holiday in the eighteenth century city. Tours of the famous historic buildings, craft shops, plantations, gardens, the carriage rides, and complete recreational facilities combine to promote full attendance for meetings at...

WILLIAMSBURG INN & LODGE AND MOTOR HOUSE

For booklet and information write:

William E. Bippus, Hotel Sales Manager,
Williamsburg, Virginia or call New York,
Circle 6-6800; Washington, EXecutive
3-6481; Chicago, MOhawk 4-5100.

GROSSINGER'S

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SALES MEETINGS/Part II SALES MANAGEMENT



LETTERS

continued

contractor settle any disputes.

In your mention of the all inclusive space sales to the exhibitor, let me enlarge upon the scope of service rendered and just how successful it really was.

All drayage from loading dock to booth, rigging and related teamster services were included as well as display erection and any setting up of equipment or booth decorating. I supervised the entire operation with the aid of some of the most obliging and cooperative stewards and union business agents in Detroit. The show in the article probably refers to the Detroit Marine Dealers Boat Show which took in some 300,000 sq. ft. of area. At the end of the show a poll was taken and exhibitors had only one comment to make. They were completely satisfied.

We also handled what might well be the largest Home Furnishings Show in the country on the small staff basis to handle the petty jobs. This, too, worked out very nicely with a satisfied list of exhibitors.

Being decorators and labor contractors for trade shows and expositions for over 30 years, this method of supplying labor gratis by increased space rental cost was well accepted and we would be happy to enlighten any interested managers on a successful pattern to set up such a show. There are several plans that could be worked out.

Irwin I. Chaitin

National Exposition Service, Inc.
Detroit, Mich.

wants info on fair insurance

In your May 15 issue, pg. 27, under Meeting, Show News, we noted with interest the article regarding the French Government's offer of trade fair insurance.

We would very much appreciate receiving any additional information that you may have regarding this matter and, if possible, the name of the man at Compagnie-Francaise d'Assurance pour le Commerce Extérieur to be contacted regarding this offer.

Robert G. Vallee

George P. Johnson Co.
Warren, Mich.

JULY 17, 1959

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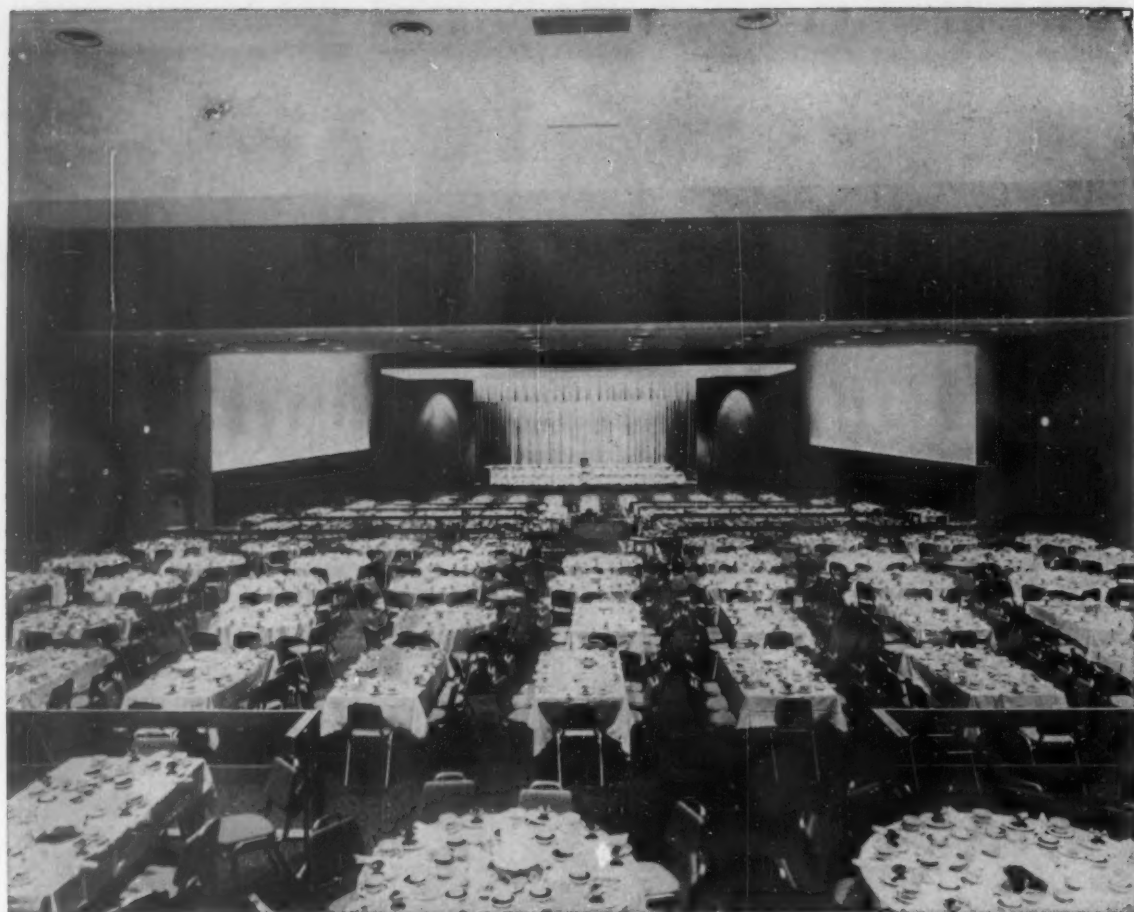
NEW YORK Biltmore, Barclay; **ATLANTIC CITY** Chalfonte-Haddon Hall; **PHILADELPHIA** Bellevue Stratford; **BALTIMORE** Lord Baltimore; **PITTSBURGH** Carlton House; **DETROIT** Park Shelton; **CHICAGO** Drake; **ST. LOUIS** Chase-Park Plaza; **DALLAS** Adolphus; **OKLAHOMA CITY** Skirvin; **SALT LAKE CITY** Utah; **SAN FRANCISCO** Mark Hopkins; **LOS ANGELES** Ambassador.

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Moody Convention Center

At the heart of Galveston's beach, immediately next to the Buccaneer and Galvez hotels.

LETTERS

continued

help for exhibitors

This is a note to congratulate you on the splendid issue (May 15).

The writer does exhibit at numerous educational and library meetings across the country and feels that this particular issue would be invaluable to many fellow exhibitors. We do have a quasi-trade organization known as the American Library Association Exhibit's Roundtable.

Would there be any possibility of securing at a nominal figure some 100 copies of this May 15th issue of Sales Meetings? I would be very happy to distribute them to our fellow members.

John F. Carroll

Director
Library & Education Division
Collier's Encyclopedia
New York, N. Y.

I have just received your May 15 edition and find many of the articles would be terrific reading material for our exhibitors.

I wonder if it would be possible to obtain about 100 copies for distribution to our member exhibitors. It may help them to prepare their own exhibits for our next show.

Leonard Ennis

Controller
National Wholesale Dry
Goods Association
New York, N. Y.

► Unfortunately (or fortunately — depending on how you look at it) demand for May 15 issue has outstripped supply and we can't fill bulk orders.

incentive travel

Please send me 30 copies of your March 20 issue of Sales Meetings. The articles I am mainly concerned with are those dealing with incentive travel. If you have reprints of this section available, please advise cost when you send the copies.

Allan C. Gordon
Asst. Advertising Manager
Lincoln Engineering Co.
St. Louis, Mo.

JULY 17, 1959



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Donald M. Mumford, General Manager

For information contact The Queen Elizabeth, Montreal, Canada—Telephone UNIVERSITY 1-3511, or Sales Division, Hilton Hotels International, The Waldorf-Astoria, New York 22, N.Y.—Tel. MURRAY HILL 8-2240.

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Firestone, Prudential, Arma-Bosch, The Flight Safety Foundation, and the Illinois Road Builders Association are just a few of the leaders who have chosen France this year as their convention site, sales-incentive goal, or employee-vacation headquarters.

France is only a short overnight trip by air . . . a "long weekend" by sea. Steamship lines offer one free passage for every 20 persons in a group; airlines will carry one in fifteen free. Or, you can charter a plane and save up to 40%.

Once in France, your convention hall and facilities are FREE. You get SPECIAL GROUP RATES in hotels and restaurants. And no matter which great resort you choose—Cannes on the glamorous Riviera, Deauville on the fashionable Normandy coast, or Evian on lovely Lac Lemman—you get V.I.P. treatment every step of the way! You are among the leaders of American business when you have your convention in France. Yves Kob, Director of the Dept. of Sales Programs and Conventions for the F.G.T.O., will work with you and your Travel Agent to set up the most exciting meeting your company has ever had. Get in touch with him soon!



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Today, more and more executives are looking abroad for effective meeting sites. They're looking for fine business meeting facilities where audiences will be attentive; unusual places for off-hours relaxation; luxurious settings for post-convention tours. Where better than the Caribbean or Latin American areas? And where better than in one of these four beautiful Hilton Hotels?

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New Guildhall Ballroom Wide Range of Function Rooms Latest Equipment

The Hotels Ambassador now offer red-carpet treatment plus the most extensive facilities available, for your next business meeting. With a complete array of rooms, starring the magnificent new Guildhall Ballroom, accommodations are available for luncheon and dinner functions seating 6 to 600. Why not combine the finest in location, service, prestige and facilities (see listing) when you hold your next function. Let the Hotels Ambassador give your meeting an entirely new look, a new feeling of success at Chicago's very best address!

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- comfortable seating throughout • parking by doorman service • Dictograph service available without charge •

Choose Your Function Room at the Hotels Ambassador

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FOUR GEORGES.....	300	700	400
GEORGE I.....	150	300	200
GEORGE II & GEORGE III.....	150	300	150
THE CIRCUS.....	25	40	35
GAINSBOROUGH ROOM.....	25	40	30
CHIPPENDALE ROOM.....	90	150	120
THE BATH.....	50	75	65
SARAH SIDDON'S WALK.....	200	250	250
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-SM- FACILITIES ROUNDUP

SAN FRANCISCO

New \$25-million Hilton Hotel will be built in downtown San Francisco. Ballroom will have about 20,000 sq. ft. of space in addition to assembly and exhibit areas. It can be divided up to nine smaller rooms. Ballroom will seat 3,000 for meetings and 2,500 for dinner. Nine private dining rooms will be located on the floor directly above the ballroom. Parking facilities will be available on seven of the 15 guest-room floors in the 18-story building. Three-level garage will accommodate an additional 300 cars. Conrad N. Hilton, president, Hilton Hotels Corp., estimates it will take two years to construct and furnish the hotel.

Convention facilities for new Jack Tar Hotel will be concentrated on one floor. Meeting rooms will accommodate from 25 to 1,100. Nine hundred persons can be seated for banquets. Completion date is set for 1960.

MINNEAPOLIS

Sheraton Corp. will build a new \$8-million, 400-room luxury hotel in Gateway Center. Twenty-one story hotel will be a tall, square tower with all outside guest rooms. It will feature a ballroom, which will accommodate 600 persons, specialty restaurant, lounge, retail shopping centers and an outdoor skating rink. Multi-deck area for 600 cars will be adjacent to hotel.

OAKLAND, CAL.

Sheraton Corp. of America will build a \$6-million, eight-story hotel here. It will have 250 to 300 rooms with banquet facilities for 500.

New \$8-million, 400-room motel will be built by Del Webb, and J. M. Long. Hotel will include swimming pool and two garden courts.

HOUSTON

New five-story, \$3-million addition to Rice hotel was opened recently. Addition includes a grand ballroom which doubles the Rice's convention and exhibit area. By combining it with the Crystal Ball-



"Yep, I've watched thousands of exhibits come and go through that door. Been some real 'humdingers,' too, that must have cost a mint of money. But regardless of their cost... plain or fancy, large or small... I've noticed the United folks give that little *extra* care to every shipment. Must be a comfort for any company to know their exhibit is in good hands."

A comfort... yes. But NOT a luxury.

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HOTEL AND COUNTRY CLUB

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HAVE MORE FUN—GET MORE DONE

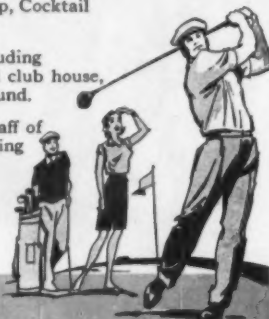
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And speaking of facilities, we have everything to make your leisure hours pleasant; from nearby golf, swimming, tennis or just plain lounging around.

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SLEEPY HOLLOW BEACH

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FACILITIES ROUNDUP

continued

room, the two will accommodate 4,000 persons. Ballroom, constructed without a pillar, has 2,500 sq. ft. of space.

ANAHEIM, CAL.

Recent dedication of a new addition to Disneyland Hotel marks the first step in a million-dollar expansion and development program. Next step will be construction of additional dining and meeting room facilities.

DENVER

New 22-story addition to Brown Palace gives the hotel 300 more rooms increasing total capacity to 600 rooms. Grand ballroom seats 800 at meetings and 600 for dinner. Completely equipped stage has push-button controls that can raise it to a three-foot height during performances. Opposite the stage is a mezzanine large enough to seat an orchestra. Soundproof divider can convert the ballroom into two separate meeting rooms.

ORLANDO, FLA.

New 130-room Round Town Motel is expected to be complete within the year. Dining room will seat 250 persons and main convention meeting room will accommodate 900 persons.

DAYTONA BEACH, FLA.

Preliminary plans for a \$6-million hotel on the ocean at Ortona Park have been approved, say informed sources. Irving Kipnis and Harry Levin, Miami and New York City, will build the 300-room structure. Hotel will include a convention hall with a seating capacity of 600, three swimming pools, coffee shop, dining room and cocktail lounge.

SAN ANTONIO

Newest addition to city's convention facilities is 1,500-seat Villa Assembly Building. It can seat 1,200 for banquets. With circular construction, there are no poles or obstructions. Facilities include complete light and sound system, air-conditioning, meeting and dressing rooms, entire basement are for displays, and facilities for food handling.

PHILADELPHIA

New \$3.5-million, nine-story, 210-room motor hotel will be built on City Line Ave. and Presidential Blvd., Lower Merion, across the street from Philadelphia. It will be built in the form of a concrete and glass cylinder, 500 ft. in circumference. Banquet hall, which will accommodate 500 for dinner, will be convertible to a theater-type meeting room with stage and motion-picture projection equipment. Three small meeting rooms will also be available. Parking lot for more than 500 cars will adjoin hotel. Completion date is slated for early 1960.

New 350-room resort-type Marriott motor hotel will be built on a 10-acre tract on City Line Ave., one block from the Schuylkill Expressway, reveals J. Willard Marriott, president, Hot Shoppes, Inc. It will have a 300-seat restaurant, specialty restaurant, cocktail lounge and banquet and convention facilities for groups up to 500.

WASHINGTON, D. C.

Groundbreaking ceremonies took place recently for the new ballroom at Sheraton-Park hotel. It will accommodate up to 1,000 for banquets and 1,200 for meetings. It can be divided into three smaller rooms accommodating 500, 300 and 200. Entrance to the ballroom will be reached by twin staircases leading from a large reception area on the lobby floor. Four levels of parking space for 300 automobiles will be available below the ballroom.

HARRISON HOT SPRINGS, B. C.

In a bid for convention business, Harrison Hot Springs Hotel has embarked on a \$500,000 building program. Three convention rooms will hold 500, 100 and 75 for meetings. Up to 670 persons can be seated for dinner. Revamping, which will take about a year to complete, will be done in stages so it will not interfere with regular hotel operation.

NIAGARA FALLS

Completion date for the \$300,000 grand ballroom addition to the Sheraton-Brock hotel is slated for October. Three-story masonry and glass addition with a floor-to-ceiling glass wall will be elevated on piers over part of the present park-



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- Seven days, six nights at a glamorous beach-front hotel of your choice ... double occupancy.

"Sunliner Holiday" convention plans also available to Fort Lauderdale, St. Petersburg, Jamaica, Ciudad Trujillo, Nassau, Havana and Mexico.

You get a week in Miami for the cost of 2 days "in season."

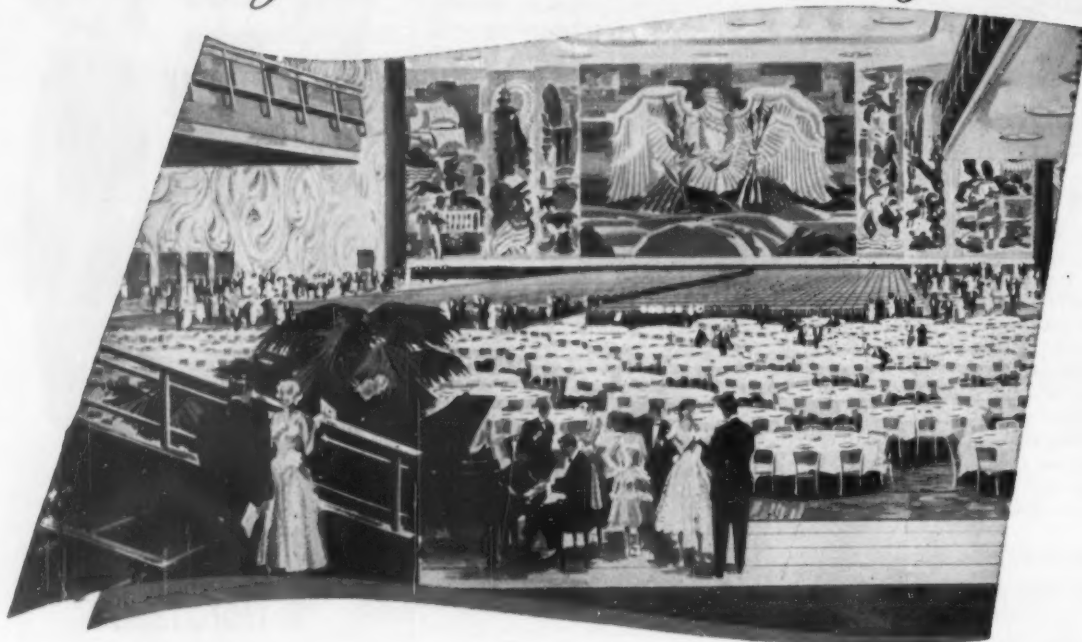
*per person, plus tax based on night "Sunliner" service Monday, Tuesday, Wednesday.

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AIRLINES

*the Convention
they'll talk about for years!*



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Largest ballroom in Washington's largest hotel

Every detail of the Sheraton-Park Hotel contributes to the one big effect you want . . . a successful, stimulating, result-getting sales meeting or banquet!

Sheraton Hall, the Sheraton-Park's new ballroom, can accommodate 2,000 for dinner or 3,000 for a meeting. The acoustics are perfect, closed circuit TV facilities are available, and there are 16,000 sq. ft. of exhibit space directly below the ballroom connected by an escalator. Seven additional function rooms accommodate from 50 to 400 people.

Between meetings, your members can enjoy all the relaxing pleasures of a resort hotel. The Sheraton-Park's 16 landscaped acres include an outdoor swimming pool, four tennis courts and a private train to take your guests around the grounds. All 1,200 rooms are air conditioned and have radio and TV. Three fine restaurants offer excellent dining at reasonable prices . . . there are also two delightful cocktail lounges for meeting and entertaining your associates. And you and your members are only ten minutes from the heart of the nation's Capital, in downtown Washington.

The Sheraton-Park has years of experience in producing successful conventions. You can count on efficient service and excellent facilities!



George D. Johnson, General Manager • Lewis M. Sherer, Jr., Sales Manager • Phone: Columbia 5-2000 • Teletype No. WA-75

SHERATON • PARK HOTEL 2650 Connecticut Avenue, N. W., Washington, D. C.

FACILITIES ROUNDUP

continued

ing lot so it will not interfere with existing hotel facilities. It will accommodate about 1,000 persons.

PACIFIC PALISADES, CAL.

New \$1-million remodeling and addition program for **Santa Ynez Inn** has been announced by managing owners Ed Donkin and Tad Henderson. Addition will give Inn new guest rooms, a second pool, new dining room, cocktail lounge plus additional private dining and meeting rooms. New parking area will provide space for approximately 200 automobiles.

HAMILTON, BERMUDA

Reconstruction of **Bermudiana Hotel**, which was destroyed by fire last September, is expected to be complete by March, 1960. Structure will consist of 225 rooms to accommodate 460 guests, say hotel officials. Project will cost about \$4.5-million.

ROCHESTER, N. Y.

Manger Hotels have completed the \$1-million renovation of the **Seneca Hotel**. Chain bought hotel with the idea of modernizing it to attract conventions and commercial visitors. Hotel now has 12 function rooms. Ballroom seats 1,000.

ROME, ITALY

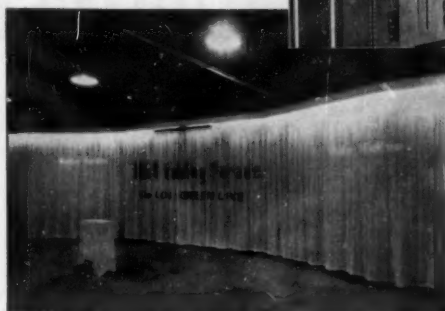
New \$6-million, 400-room **Hilton Hotel** will be built on Monte Mario across the Tiber from main part of the city. Completely air-conditioned unit will include large function rooms and public areas to accommodate group meeting and social functions. Swimming pool, tennis courts and other recreational facilities will be available. The Societe Generale Immobiliare will build and equip hotel which Hilton Hotels International will operate and manage.

PHOENIX

Hotel Corp. of America will operate a \$3.5-million, 308-room motor hotel as one of its Charterhouse Motor Hotels. Construction is expected to begin in the fall with the completion date slated for late spring, 1960. Features of the hotel include function and meeting rooms, swimming pool, coffee shop, cocktail lounge and bar, and a specialty restaurant.



Mayflower sets them up... and takes 'em down!

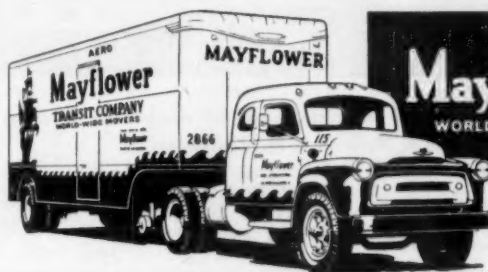


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- NEW 25-STORY ADDITION READY MID-SUMMER '60 increases capacity to 1100 rooms

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Michael T. McGarry, General Manager
Tom McDonald, Sales Manager

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Four hundred... that's the most guests, at any one time, to whom we can offer the painstaking, personalized attention that has become the BALMORAL standard. You—and your personnel—can be a member of the "select 400" for your next sales meeting, if it does not contain more than 400 members. And bear in mind, no hotel anywhere can serve the "400" better than the BALMORAL!

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- 2nd Floor expressly designed for your needs—especially equipped conference and dining rooms.
- Main ballroom capacity—Meeting 800—Dining 600—Junior ballroom & Aztec room 250. Closed circuit telecast facilities available. Drum Room & bar featuring famous cuisine and entertainment.
- Ideal location in the heart of Kansas City. 6 min. from Union Station & Municipal Airport. 1 block from Municipal Auditorium. Garage & parking facilities adjacent.

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MEMBER HOTEL SALES MANAGEMENT ASSOCIATION

A regional trade show program that will extend into 1961 has been announced by Material Handling Institute, Inc. Institute will own, sponsor and produce at least four and not more than six industrial material handling equipment shows in 1960 and 1961.

CIBA, drug, dye and plastics concern, announces that it has entered the closed-circuit TV field through formation of a wholly-owned subsidiary, Eidophor, Inc. New company is named for Eidophor TV projector developed in Switzerland and brought to U. S. by CIBA last year. Company has ordered 40 Eidophor black-and-white projectors and related equipment. It has on hand two color projectors. Roderic L. O'Connor was named president. Eidophor will concentrate on closed-circuit shows of business meetings.

National Housewares Exhibit this month will accommodate a record 715 exhibitors in Atlantic City's Convention Hall. Total of 680 exhibitors displayed products in the last July show.

Four thousand items that make up "Supermarket U.S.A." were assembled in Barcelona, Spain, for United States Exhibit at the 27th International Samples Fair. Spanish housewives were able to see how food shopping is simplified by a one-stop, self-service market.

Summer & Casual Furniture Manufacturers Assn. has been organized as a division of National Association of Furniture Manufacturers. Tentative dates for showing of casual and summer goods in Chicago are Oct. 19-23. In New York City they are tentatively set for Nov. 2-6.

Ford Thunderbird will be displayed on specially designed turntable at American National Exhibition in Sokolniki Park, Moscow. Steel fabric arch over the turntable spans 28 ft. and rises to a height of 13 ft., nine inches. Console houses controls for turntable, lights and public address system. It was designed and built by Ivel Construction Co., New York. Complete line of Ford, Mercury and Lincoln cars will be displayed separately.

Fortune Films and First National City Bank of New York have combined resources to turn out "The Big Change in World Markets," a motion picture for business executives. Picture depicts the worldwide economic boom now underway. It's based on editorial material from Fortune Magazine. It's available for everything from showings to boards of directors to sales meetings.

Establishment of a special commission to study to possibility of organizing an international trade fair in Paris has been announced. It would be in the class with the Brussels International Exposition of 1958.

More than two acres of exhibit space for Business Equipment Exposition was sold during a three-day offering period four months in advance. It will be held at National Guard Armory, Washington, D. C., Sept. 23-25. Washington exposition will be first in a series to be held each year in several cities throughout U. S.

Joseph P. Brosnan has been appointed director of sales, Intercontinental Hotels Corp. At the same time, creation of a New York district sales office was announced. It will be headed by Walter Root, former sales director.

General Motors Corp. has renewed the lease on its exhibit at the Steel Pier, Atlantic City, for six years. Present exhibit, which occupies more than 15,000 sq. ft., opened in 1947. Since then more than 24 million people have visited it.

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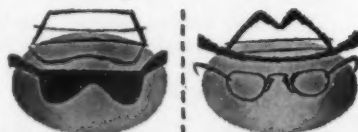
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DAYTONA BEACH RESORT AREA

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CONVENTION COMMITTEE
CHAMBER OF COMMERCE
DAYTONA BEACH, FLORIDA

New instruction sheet has been developed by Exhibit Producers and Designers Assn. to insure better service for exhibiting companies. Need for uniform check list grows out of shipping and erection of exhibits in distant places on short notice. Here is how system works: EPDA member who builds exhibit contacts EPDA member in distant city who is to set up exhibit for show. Along with exhibit he sends new uniform check list and keeps copy. This instruction sheet covers every conceivable contingency (how parts are packed, where they go, etc.). With creation of uniform check list, no detail need be missing to plague erection crews. Over 100 EPDA members will be using new communication system.

Convention of International Association of Auditorium Managers will be held July 29 - Aug. 1 in Atlanta Municipal Auditorium. It was originally scheduled for a different location.

Two competitive U. S. food companies will combine efforts this summer to give Soviet homemakers a look at how quickly and easily U. S. homemakers prepare a wide variety of convenience food products. At request of U. S. Government, General Foods and General Mills will undertake the assignment at the six-week American National Exhibition in Moscow. An assortment of more than 110 different food items totaling about 17,500 packages will be on exhibit.

Third Western Air Conditioning, Heating, Ventilating and Refrigeration Exhibit and Conference will be held April 27-30 in Shrine Exposition Hall, Los Angeles. Next to the national event, it will be the largest display of its kind in 1960, reveals William P. Tenny, president, Western Air Conditioning Industries Assn.

Eight-volume official history of Brussels Universal and International Exhibition of 1958 is to be published. "The Exhibition Survey" will provide detailed information on organization of the exhibition, messages and congresses, participation, architecture, gardens and lighting effects, an atlas of plans, arts and sciences and a summary.

New legislation permits free import under bond of articles for exhibition at fairs in the United States. Act, Public Law 86-14 or Trade Fair Act of 1959, was signed in April by the President. Before, Congress had to enact separate laws for free import for each fair and exhibition. It is now up to the Secretary of Commerce to approve applications for free import. He must be satisfied that the public interest will be served by promoting trade. Operator of any fair designated by the Secretary of Commerce becomes sole consignee and importer of all articles entered for exhibit at the fair under the act.

After nearly 20 years, Detroit will be host to the American Society of Tool Engineers Tool Show and Convention, April 21-28, 1960. It will be held at the Detroit Artillery Armory. Biennial event, last staged in Philadelphia, is expected to attract 35,000 engineers and executives.

Production Engineering Show, last held in 1955 concurrently with the Machine Tool Exposition, is scheduled for Sept. 6-16, 1960, at the Navy Pier, Chicago. Machine Tool Exposition, sponsored by the National Machine Tool Builders Assn., will be held at the International Amphitheatre on the same dates. More than 125,000 production executives from every country are expected to attend. A single registration admits visitors to both events. Clapp & Poliak, Inc., will manage both shows.



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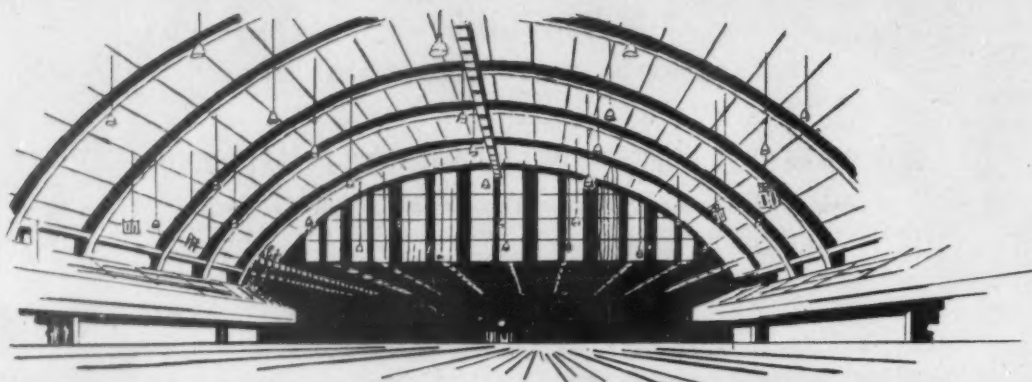
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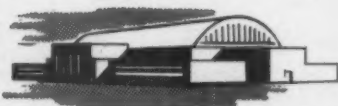
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AS THE EDITORS SEE IT

Fast Look at Soviet Exhibit

Russians have learned something about exhibits since last summer. Current Soviet Exhibition in New York City's Coliseum is better than its effort at Brussels. However, Russians still have much to learn about exhibit technique.

This is not to say that its exhibit here is unsuccessful. Russians, we are sure, will consider their first exhibit here since New York World's Fair a resounding success. Reason? Soviet will accomplish its aim.

Just as it did in Brussels, Russia wants to impress us with its technical and scientific achievements. Its current exhibit should do it. Having seen nothing of Russian manufacture, Americans can't help but be impressed by television sets that seem to operate as well as ours; airport radar system that—to the layman, at least—appears to be efficient; medical advances comparable to ours.

Russia's heavy hand seems to have lightened a little since Brussels, but it's still in evidence. Whether it's a concession to American sophistication or improved exhibit technique is a moot point.

It's no trick at all for an exhibit specialist to walk through the Coliseum and pick the Russian exhibit apart. But the average American visitor is no exhibit expert. The layman will be impressed by what he sees of Russian manufacture.

Those of us who saw the Russian pavilion in Brussels will recognize some of the exhibits in the Coliseum—but not too much. Russians have created new exhibits for most of their show here.

Most conspicuous Soviet advancement—exhibit-wise—is in model making. There are models of everything from Moscow subways and sports arenas to airports and factories. With most models there are earphones to explain operations or provide statistics.

Loop films in console cabinets are visible throughout the Russian show. Most of them have sound tracks. Rear projection machines, as all equipment used at this exhibition, are of Soviet manufacture.

Some display material was fabricated in New York City (from Russian designs). Konstantin I. Rozhdestvensky is the top Russian exhibit designer who was on hand at the Coliseum to view his creations.

The Displayers, Inc., and Ivel Construction Corp. were American firms that built some of the Russian exhibits and set up the more than 10,000 items on display.

One of the biggest tasks was simply to unpack Russian equipment. Cases were of mammoth proportions—some up to 50 ft. long and over 25 tons.

Even at \$1 admission for adults and 50c for children, Russians may not get back enough money to equal the cost of crating materials, uncrating and recrating after the show. (It's interesting to note that we have to pay \$1 to visit Russia's exhibit while Russians will pay just one ruble—10c at tourist rate of exchange—to see American National Exhibition in Moscow.)

Soviet exhibit personnel is made up of technical people and translators. Technical people have difficulty with English and translators have difficulty with technical questions. With patience, a visitor can get information via a three-man conclave. (Maybe we asked the wrong questions, but answers we got were meager and not always satisfactory.)

Just as those who have been to Russia say it is worth seeing for an American, it is worth seeing the Soviet Exhibition in New York City. Technicians will learn something by seeing where Russians place emphasis (function not appearance). Your talking to Russian personnel is enlightening as you attempt to fathom how a Russian thinks.

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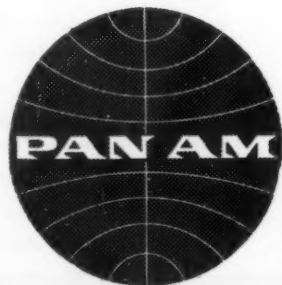
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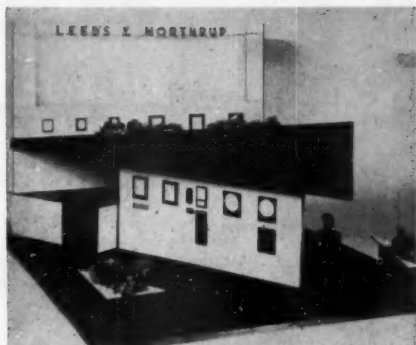
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SCALE MODEL (left) proves to be exact replica of actual exhibit (right). Once model is made up, no construction detail can be changed.



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By ADE R. FLOREEN
Head, Sales Promotion Section, Leeds & Northrup Co.

IT'S VIRTUALLY IMPOSSIBLE to put our equipment in the hands of salesmen to demonstrate to customers. We make recording and control devices, large automation systems, data handling equipment and computers.

We have come to use the trade and industrial show as an area market place to demonstrate the worth of our goods. We reason that if the trade show is the one place where we can get the greatest number of customers together to see what we have to offer, we must make every possible use of its effectiveness.

Only way we can get results we want is to adhere rigidly to a sched-

ule. This schedule is divided into four areas (planning, routine procedure, auxiliary advertising, exhibits) and covers a full year's operation.

It is standard operating procedure to start plans for next year's exhibit one week after a current show closes. We make a detailed market analysis. We carefully study exhibit management's attendance data and we correlate it with our own results. Based on this information, we make recommendations as to the type of exhibit, amount of space required and approach we should use next year.

At this time we bring in all divisions of our organization—from advertising, sales and market develop-

ment through research and engineering. We plan what we are going to show, how it is going to be shown and why it should be shown. As soon as this information is available, orders go out to the factory to start to build the equipment. If, as is more often the case, we plan to exhibit something new, our engineering department is apprised of our deadlines so that it can get the prototype equipment ready in time.

As soon as initial planning and development work has been done, we are ready to throw the rest of the program into high gear. If the exhibit is to be held in a hall that we have not been in before, we either make a

personal check on the facilities ourselves or have one of the men from the district office submit a report on the area. We have learned from sad experience that all is not as rosy as it usually appears on the exhibit manager's floor plan.

During this time we develop detailed plans of the exhibit background. We also work closely with Engineering Department and Market Development Department to decide how various items should be demonstrated. This usually results in a

scale model of the exhibit. Once the scale model is completed and working drawings are made, no deviation from the original plan is allowed. We feel about this much as an architect does after he has designed a house only to have the client come in as

Here's What Goes into L & N Schedule:

ONE YEAR

Planning:

1. Make market analysis
2. Get show audit bureau report
3. Make personal show audit
4. Market specialist audit
5. Correlate audits and draft report

NINE MONTHS

Planning:

1. Submit report and recommend shows to Control Committee
2. Write report, make layout and model of what we intend to show, after completing conference with men in item 3 (below) under "routine procedure"

Routine Procedure:

1. After company approval, send request for space to show management
2. Send deposit for space and contract
3. Confer with Market Development, manager and market specialists on Item 1 (below) under "Exhibits"
4. Have district office check on exhibit hall facilities

Exhibits:

1. Start planning exhibit, equipment, layout, design

SIX MONTHS

Planning:

1. Submit report, plan and layout for approval
2. Start auxiliary campaign to place our equipment in other booths; write letter offering equipment to all exhibitors

Routine Procedure:

1. Order equipment to be shown
2. Check with sales manager on manning force
3. Make hotel reservations for manning force

Auxiliary Advertising

1. Advise copywriters for need of show folder, letter of thanks, invitations, press releases

Exhibits:

1. Draft working drawings
2. Continuous check with Market Development and Engineering on applications of equipment and demonstration

FIVE MONTHS

Planning:

1. Have district salesmen make personal call offering equipment to exhibitors

Routine Procedure:

1. Order exhibit supplies
2. Check on equipment ordered

Auxiliary Advertising:

1. Approve copy for show folder
2. Send to Art Dept. for design and layout
3. Check copy for letter of invitation

Exhibits:

1. Go over working drawings with exhibit foreman
2. Start building exhibit
3. Conferences with Engineering on demonstration

FOUR MONTHS

Planning:

1. Auxiliary campaign to place our consignment orders for equipment

Routine Procedure:

1. Contact transportation company (moving of show)
2. Check on equipment ordered
3. Send in all forms required by show management
4. Send requisitions for painters, electricians, carpenters

Auxiliary Advertising:

1. Approve show folder, layout, give to Production
2. Approve letter of invitation
3. Check letter of thanks
4. Check press releases

Exhibits:

1. Send art work on exhibit out for processing
2. Continue building exhibit
3. Work on demonstrations
4. Work on models

THREE MONTHS

Routine Procedure:

1. Check on equipment ordered
2. Start installing
3. Make out manning force schedule
4. Advise men selected they will be running show

Auxiliary Advertising:

1. Send out first sales office information file to all our personnel
2. Send for tickets to show for invitations
3. Poke agency for local publicity

construction proceeds and ask for additional bathrooms, closets or larger play areas. (Then the client wonders why the bill is so much higher than the original estimate.)

While this goes on we are also engaged in another phase of the

operation. It is to get our equipment into other exhibitors' booths. This we find to be an effective way to demonstrate how our product can be used to save our customers money. In this program we not only offer to lend exhibitors our equipment, but also

offer to install it, service it, and help them integrate it into working demonstrations of their products.

We have a "set" pattern to make this program available to other exhibitors. Series of letters is sent out, (continued on page 145)

Exhibits:

1. Start installing first piece of equipment on arrival
2. Continue building
3. Work on demonstration

TWO MONTHS

Routine Procedure:

1. Send out information to manning force on demonstration
2. Send list of manning force to show management for advance registration
3. Send list to hotels

Auxiliary Advertising:

1. Send letter to all people advising them of delivery of their consignment orders

Exhibits:

1. Wire exhibit
2. Finish demonstration

FOUR WEEKS

Routine Procedure:

1. Make out hotel room chart
2. Insure exhibit
3. Start salesmen's handbooks

Auxiliary Advertising:

1. Mail letters of invitation and enclose tickets

Exhibits:

1. Start painting exhibit

THREE WEEKS

Routine Procedure:

1. Work on salesmen's handbooks; include timetable, handy schedule for men, descriptions
2. Finish handbook

Auxiliary Advertising:

1. Send out invitations for preview showing

Exhibits:

1. Finish exhibit; have it in complete operation

TWO WEEKS

Routine Procedure:

1. Send out Handbook to manning force

Auxiliary Advertising:

1. Get giveaway folder
2. Get registration forms in

Exhibits:

1. Pack exhibit and ship; include furniture, rubber tile, ash trays, miscellaneous equipment, cleaning equipment, tools, literature, catalogs

ONE WEEK

Routine Procedure:

1. Check with hotels on all registrations
2. Pre-register all of manning force
3. Pre-register manning force at exhibit
4. Tell salesmen in what hotel and room they are registered
5. Reserve meeting and banquet room

Auxiliary Advertising:

1. Send out final sales office information file
2. Advise manning force of time and place of first meeting

Exhibits:

1. Set up exhibit at hall
2. Deliver consignment orders
3. Make arrangements for our service men to be available for other exhibits

SHOWTIME

Routine Procedure:

1. Breakfast meeting and briefing session
2. Open show
3. Check on all details: cleaning booth, ash trays, miscellaneous materials

Auxiliary Advertising:

1. Send registrations back to main plant each night for immediate processing
2. Take count of each day's registrations

Exhibits:

1. Make survey of entire show

ONE WEEK AFTER

Routine Procedure:

1. Bring exhibit back to plant
2. Check hotels for bills, etc.
3. Check all service charges

Auxiliary Advertising:

1. Send out letter of thanks to all who registered at show

Exhibits:

1. Break up exhibit into smaller demonstrator units for field offices

ONE MONTH AFTER

Routine Procedure:

1. Get all consignment equipment returned
2. Send out sales office information file on show report with all statistics

Auxiliary Advertising:

1. Send out folder on what we exhibited to all who got letter of invitation
2. Close out show folder and file



KNIGHTS, mounted on speedy chargers, greet the salesmen as they arrive at the farm site.

Hickok Takes the Extra Steps

Excitement about new line and marketing plans is not enough. Meeting has to give men opportunity to test new ideas. Hickok used role-play technique. Meeting props were same men can use when they set up display rooms. They practiced setups, too.

OLD FARMER looked across the green rolling pasture and watched

men romping around with little feathered hats and carrying small plastic

shields. A couple were on horses decked out like some knights of old.

SALESMEN PRACTICE sales approach for role-play session.



ROLE-PLAYER tries to "sell" William D. Brandt, vp sales (left).





KING ARTHUR himself would have felt right at home with this group.



THREE COURT PAGES blow a fanfare with long, straight trumpets.

The farmer spat a well-aimed quid of tobacco juice over his fence and smirked, "Kid stuff. Imagine grown men foolin' around like that!"

What the old gent didn't know was that this "kid stuff" was tied to a big bundle of cash. It was all part of a sales meeting to launch a million-dollar advertising program for a new line of men's fashion accessories produced by Hickok Mfg. Co., Inc.

Hickok hadn't had a national sales meeting for several years. Regional meeting plans seemed to grow and grow. But this year, in May, things had to be different. Hickok was shooting high. Goal: to revolutionize men's accessories departments in stores across the country and to get a still bigger share of market.

As William D. Brandt, vice-president for sales, tells it: "We spent about 500 man-hours to imagineer our new concept and work out details." The concept? A completely new line of men's fashion accessories as an addition to standard lines. New line, however, would have a "family" resemblance and would have dramatic possibilities for promotion. It was fashioned after the knights of old, "inspired by King Arthur's Age of Splendor."

► Now, many companies introduce new lines and stage sales meetings to reveal new plans. But, with Hickok, it took a few extra steps that are often overlooked in the enthusiasm that rushes new ideas along. It not only planned to excite its salesmen, it devised procedures to insure that sales-

men knew how to handle the new promotion and had practice — before seeing customers.

When salesmen arrived in Rochester, N. Y., home-office city of Hickok, there wasn't much different from past national meeting openings. Exception: in their mail boxes at Manger Hotel were handsomely printed scrolls. Words on the scrolls made no sense. It certainly wasn't in English. This was a teaser — a build-up to the new line of "Hickok Heraldics."

Meeting opened on a Friday. New line for student's and another line of boy's accessories were introduced. Champ line (for boys) is being promoted via a record with statements from sports champions. These lines plus licensing programs were dis-

cussed in day-long sessions (9 a.m. to 9 p.m.). End of first day, nothing startlingly new.

Things were different on Saturday. Salesmen were awakened at 7 a.m. by a telephone call. Feminine English voice cooed: "Lady Guinivere awakens thee with a call. Arise m'lord from thy dead slumber. Descend from thy tower and break thy fast with the king and his knights of the round table."

These voices that befuddled the drowsing salesmen from their sleep were Hickok employees. Several of them are from England and were recruited for the calling chore.

"Pomp and Circumstance" blared through the meeting room when salesmen assembled. "They complained

NEW LINE of accessories styled in Old English motif are displayed for salesmen.



that they couldn't talk above the music," Brandt says. "But that's just what we wanted. We wanted them to just sit and wonder what was coming next."

Men were assigned seats — by regions. They were assigned seats as individuals, too. Aim was to put experienced men beside new members of the sales staff. (Same system was used to assign hotel rooms. Men wanted to bunk with old buddies, but they were assigned to aid each other. Talkative men with quiet ones; old hands with neophytes; enthusiasts with passive types.)

When big session was ready to get underway, lights went down and music went up (even louder); then silence. In the dark, a professional announcer (in voice-of-doom pronouncements) told of the research that led up to the new line.

Twenty-seven spotlights lined one wall to reveal the whole line at the proper moment.

Suddenly, into the room marched three trumpeters (right out of the pages of King Arthur and his Round Table). They raised their long, straight trumpets to their lips and a long fanfare filled the room.

Trumpeters were pretty girls (employees) dressed as court pages. Fanfare came from behind the curtain, blown by three high school boys whose music teacher researched a music library to come up with the authentic fanfare from the time of knights and ladies in Merry Ol' England.

In came King Arthur himself and six knights. (These parts were chosen



PRESIDENT'S SON, eight-year-old Raymond T. Hickok, Jr., was keynote speaker.

"scientifically." Costumes were ordered and whichever executives fitted them wore them. They came from a costumer in New York City; were ordered large so that they could be taken in if necessary.)

Actual presentation lasted but 20 minutes. It was all to set the mood for the new line of accessories styled with an Old English motif. It was all to create drama for a promotion that will succeed on the basis of how dramatically it can be presented to store buyers.

Color slides showed each item of the line and actual items were later shown. Panels were turned away from the wall, spotlights turned on and a

dazzling array of new items was exhibited. They were displayed with point-of-purchase material that will be available for stores that take on the line.

Later, salesmen met in small groups to go over items with merchandise managers. Then they met by regions. And here Hickok inserted the extra ingredient that is important to meeting results.

In regional sessions, salesmen were assigned three problems. They had to develop approaches to sell the new Heraldics to three different types of buyers. They worked as teams. Each region had to create three good presentations and select a man to make each the next day.

Next day, Bill Brandt became a buyer in role plays to test presentations from each region. Numbers were pulled out of a hat, and region number called had to send its representative up to "sell" Brandt.

This was an ideal situation. Brandt threw every conceivable objection at his men — short of demoralizing them. In this way he could sharpen their approaches and appeals. He could emphasize important points by how he reacted as a buyer.

Twelve role-play situations were staged. Originally, the region that did best was to receive a cash award. However, because role-play preparation and staging was handled so well, \$10 was given to each man.

To give salesmen some idea of the advertising push behind "Age of Splendor" merchandise, a kinescope recording of an interview between Brandt and Dave Garroway was put on the screen. Garroway's show is to carry commercials for Hickok. Hickok's agency, Kastor, Hilton,



ALAN HICKOK, executive vp and general manager, speaks to group in cafeteria.

Chesley, Clifford & Atherton, Inc., made a presentation on advertising plans.

Bit unusual for any sales meeting was Hickok's keynote speaker, an eight-year-old. Raymond T. Hickok, Jr., President Ray Hickok's son, regaled assembled salesmen with the history and importance of Hickok Mfg. Co. in its field.

(President Hickok reveals how this keynote came about. Young Ray's third-grade teacher had her pupils write talks on "What My Father Does." Young Ray worked on his talk for months, and so when it was suggested he might give his talk at the sales meeting, it was no chore at all—he knew it cold. For his efforts, he was given a handsome certificate and a \$25 check.)

Plant tour was included in the meeting program. For it, salesmen were told to wear casual clothes. Police-escorted buses picked up the group at the Manger Hotel and drove them to the plant. In small groups they toured the plant to see quality controls and modern processing techniques. Alan Hickok, executive vice-president and general manager, spoke to the entire group in the plant cafeteria.

As soon as he finished his talk, and while the men were still visiting the plant, he and his brother Ray rushed out to the farm site where festivities—a la Merry Ol' England—were to take place. They donned suits of armour and mounted trusty chargers. (Trappings for horse were home-made.) Other executives rushed on ahead, too, to get into their costumes.

When salesmen arrived in the "green bowl" after a short bus drive, they were met by mounted knights (Ray and Alan Hickok) as well as Ladies of the Court (four hired models), court pages (employees), King Arthur (Gerald L. Deuel, general merchandise manager), and knights on foot (company executives).

In keeping with the occasion, a huge round table was set up for the feast. Built as a huge wooden wheel by the plant's maintenance shop, the table seated all 115 salesmen and executives. On the table before each man was a small Robin Hood-type hat, plastic shield (with salesman's name inscribed on it), sword, tin plate and mug. Company artist lettered the shields at home (couple of nights'—not knights'—work).

Each salesman was dubbed knight of King Arthur's court in special ceremony on the green and each received a scroll attesting to his knighthood. Feast included a mug of beer, cold chicken legs and potato chips. New

Old English "Westerns"

Heraldic theme should succeed for the same reasons Westerns have taken hold, according to Hickok management.

Both knights and cowboys responded to the same stimuli and with the same predictable reactions. They didn't shoot first. They never killed except to protect themselves or the innocent. They upheld established law. They were fearless. They loved their horses. And they always got the girls—with little or no effort.

If cowboys are popular, knights could be, too. And Hickok is betting a million on it. That's how much is behind promotion to sell men's accessories styled in the heraldic theme of King Arthur's "Age of Splendor."

knights were served by 10 serfs (district managers led by Sales Manager Brandt).

Indeed there was traditional entertainment. From the Eastern School of Music, 22 tumblers and dancers—including flame dancers—performed to the accompaniment of lute-playing musicians. King Arthur himself would have felt at home.

Of course, all new knights had to enter competition. There was jousting bouts (salesmen stood on barrels and tried to knock each other off with long poles topped by padding) and archery contests. Pennants and banners fluttered in the mild breeze with an ideal and cooperative temperature—63 degrees.

Final day of the meeting, salesmen learned how to use display material to set up sample rooms in their territories. They practiced setups and got tips on how to dramatize their new line. Ballroom of the hotel was arranged as a store to show how Hickok Heraldics could be merchandised.

Salesmen went home from Rochester excited about their new line—and as important—with practice on how to introduce it to customers. It is not an easy task they have. They must induce stores to buy an average of \$10,000 worth of men's accessories in addition to what they already carry. Also, salesmen have to convince stores that it will pay to revamp physical set up in the men's department to give it a knights-of-old "flavor."

Part of the program to help salesmen in the field is the three-part mailing from Camelford, England. (It's as close as they could get to Camelot in name.) Hickok had one of its licensees in England make mailings of scrolls. First scroll was unintelligible, just a teaser. Second one, mailed two days

later from England, spoke of the rebirth of the glamour and magnificence of this classic source of inspiration, the King Arthur Age of Splendor." Neither first nor second scrolls mentioned Hickok. Third scroll did.

All customers and prospects were on the mailing list to receive scrolls from England. Mailings were timed so first would reach salesmen at their meeting. In addition to scrolls, salesmen have special advance mailings to send to customers to announce when they are to visit and show new line. All pieces were designed with the King Arthur motifs—shields and coats of arms.

Brandt reveals some of the "secrets" of success with his meetings. "We use professional lighting people, professionals for hi-fi recording and professionals for slides. To simplify transportation arrangements for salesmen, we give a list of all salesmen to American Airlines and have its local offices contact salesmen and make reservations. This insures that all men are on the best flights to arrive comfortably without having to make any special effort." It simplifies expense bookkeeping for Hickok, too.

Brandt follows up meetings to remind salesmen what they have learned. Role-play sessions were taped during the meeting. Tapes were reviewed carefully and best material was transcribed and mailed to salesmen.

While exact cost figures were not available, expenses for this Hickok meeting were modest. For instance, added drama—costumes, spotlights, outdoor picnic, hats, swords and shields, models—came to about \$500. Little enough when it supplies the added spark to ignite a million-dollar promotion this fall. ♦



DETECT-A-SALE technique shows salesman how to link prospect's statements to sales opportunities.

10 Training Techniques That Work

No one sales meeting will produce good salesmen, but when a series of sessions are good, expect results. Here's how a bank has made salesmen of its personnel and increased sales 50% a year.

WHEN YOU LOOK for a good example of a vigorous sales training program, you might expect to end up any place except at a bank. But there is at least one bank that could teach industry how to train salesmen — how to stage short, productive meetings.

Wachovia Bank and Trust Co., Winston-Salem, N. C., has had a 50% increase in sales each year during the four years its sales training program has been in operation.

Bank's philosophy is based on the idea that no one sales meeting will produce good salesmen. "You have to have a series of meetings to develop a continuous selling atmosphere," declares James Newbury, assistant vice-president.

Wachovia feels successful sales training meetings have three parts — pre-planning, the meeting itself, and the follow-up.

First part is pre-planning with the salesmen who will attend the meeting. Many sales training meetings fail, Newbury says, because the first mental contact the salesman has with

the subject is when he enters the meeting room. Newbury feels it takes a planned warm-up period — "mind conditioning" and "thinking seriously about selling" — before the meeting. Hastily circulated bulletin to announce it or a sales manager who dashes into the room 30 seconds before it starts and dashes out 30 seconds after it's over will not do the job.

Wachovia's pre-planning starts one or two days before the meeting. Company officials visit each salesman and visits continue up until one hour before the meeting. Discussion follows a similar pattern. Salesmen are told about the approaching meeting — not the whole story but enough to whet interest. They discuss selling services in general and the salesman's selling in particular. They discuss problems and solutions. They discover what sales techniques or new successful twists to basic selling techniques the salesman has developed. They encourage each to offer ideas.

In some cities a large number of salesmen must be contacted in a short

time, Newbury says. "Here we only talk to each one two or three minutes. In other cities a smaller number of salesmen are involved. Then we can talk to each one 15 or 30 minutes. Discussion time, as long as it isn't a superficial "hello" or "how are your sales going" approach, isn't too important. Important fact is that the bank takes time to pre-plan with salesmen.

"Sales training, just as much as selling, is a person-to-person business. Pre-planning creates more interest in sales training material, more attentiveness at the meeting and more active participation. It creates a responsive sales attitude."

Next comes the meeting itself. Here are the techniques Wachovia uses. Most can be adapted to any sales meeting.

Tape talks: Pre-recorded selling problem is played. Recorder is stopped and individuals are asked by name to tell how they would handle the situation. After several different answers

or approaches have been given, recorder is turned on again. Tape talk gives the answer. Discussion follows.

Detect-a-sale: Pre-recorded conversation between salesman and prospect includes a number of statements or facts which can be related to sales. Individuals in group are asked to indicate sales opportunities they detect. Tape is replayed. Voice on tape goes through original conversation a second time but turns statements into opportunities to suggest services. It gives correct answers and shows how facts could have been related to selling services. This gives individuals a check on their alertness to detect sales opportunities in normal conversations.

Chain-train: This emphasizes the value of individual staff members' swapping sales techniques and experiences. Leader selects four salesmen from group and asks each to write advantages they would stress to sell a particular service. He collects answers and asks them to discuss the topic among themselves. They swap ideas and suggestions on selling techniques. Leader gets them to develop the best approach to the question from their combined thoughts. While they discuss the situation, leader writes on four flip pads the answers each salesman suggested on his paper. At the end of four minutes, he collects the group's conclusions and writes them on a fifth flip board. Group then discusses each flip board separately. Leader leaves each board exposed as he progresses. Fifth board shows how swapping experience and sales techniques can improve performance of each individual.

Objection over-ruled: Recorded voices of 10 salesmen state prospects' objections they have faced. One objection is played at a time. Group gives answers or approaches to overcome objection. Leader secures agreement that answers are good. Remainder of objections are played. Leader summarizes answers to overcome all the objections. Then he plays a pre-recorded tape which gives strong, sound, practical answers to each objection the group has heard. Finally he summarizes the best methods of handling objections.

Sales-building buzzing: Staff members from various offices are mixed at separate tables. Each table takes a problem — new opening remarks, new ways to start conversations about savings accounts, etc. Six-minute time limit is set to solve problems. One



SALES BUILDING BUZZING is a method to seek useable answers to sales problems. It adds a twist to brainstorming since it's limited to practical problems.



TOP SALESMEN answer questions which arise in everyday selling in Prospect versus Panel technique. Best answers are used in follow-up sales training.

person at each table records all suggestions. Each salesman gives suggestions and tries to improve suggestions others give. Supervisor walks between tables to urge table teams, not individuals. At the end of the time limit, captain of each table reports table's 10 best answers. These are written on a flip board. After all

reports are in, solutions are discussed, refined and strengthened through discussion, re-phrasing and questions to individuals. Copies of information are provided for supervisors who use them in future sales training.

Ways to lose prospects: Untitled cartoon boards that show bad selling

techniques and habits that kill sales are used. Individuals are asked what the situation seems to be. After several interpretations, leader gives the real answer. Each individual is given a pad to list "five more funny things that lose prospects." Many times slips will yield information on soft or weak areas in sales presentations that can be strengthened in future sales meetings. Pattern enables use of light humor with sales points that are remembered if emphasized properly.

Roads to customerville: Leader

points out seven basic routes to wind up a sale. Two teams of seven salesmen face each other at a table. "Prospect" and salesman on stage go through pre-rehearsed conversation. Prospect indicates interest in service. Leader calls on salesman on one side to give an answer salesman on stage might use. Leader then designates salesman's counterpart on the other team to give another approach for the same type close. Thus a number of prospects are covered with group in a short time. Audience has the benefit of two or more approaches to

each method to close the sale. Leader then summarizes the seven basic methods. He calls on individuals to tell what they have learned.

Building blocks: Giant sho-card board reproduction of a Wachovia Bank savings passbook is used. Group takes service apart to see what makes it tick—and what makes it sell. Leader pulls out smaller passbooks from behind the giant one. Each is labeled with a sales point, benefit or advantage. Others carry questions. Group answers questions. All miniature passbooks are hung clockwise around giant savings passbook. When presentation is finished, the service is centered. It is circled by advantages that sell the service.

Prospect versus panel: Members of sales panel are chosen on basis of ability to sell particular services. Before start of meeting, remaining individuals in audience turn in slips of paper with questions on how to handle various types of prospects. They also ask questions on how to suggest individual services, best way to stress advantages of Wachovia over services offered by competitors, etc. Questions are drawn out one by one and



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asked of panel. As question is read, problem is written on flip board. Best answers from panel members are written just beneath the problem. After the meeting, problems and best solutions are given to supervisors for use in follow-up sales training.

"Potential" puzzle: Sho-card boards, 28x44 inches, contain outline of man, woman and child. It is pointed out to group that outlines represent the market for bank services. Audience members are asked which bank service each of the three separate individuals could and should use. Answers are written on each outline. Next comes a giant-sized card which shows the family group—husband, wife and two children. Leader asks the same questions. This shows how combining individuals into family unit can create new needs for services. Pre-recorded tape is played to indicate how one salesman sold each individual the basic services, and how he sold the family unit. Leader emphasizes that the market of selling opportunities is available if salesmen will take advantage of it.

Here's how Wachovia's staff sales meetings are patterned: Each hour-long meeting is divided into four 15-

minute segments. First quarter is customer relations and market information. Second is how to sell a specific service. Third is how to handle everyday sales problems and situations. And last is how to build successful selling attitudes. Order and presentation of segments is altered at each meeting. But these four areas are the key-points which are emphasized.

"In discussing customer relations and market information, we emphasize that knowledge of the customer or prospect and his needs must pre-

cede any successful suggesting and selling of services," says Newbury. "We show our contact staff how to get to know customers better and faster; how to 'prospect by ear' in daily conversations at windows, counters and desks; how to 'recognize, link and relate' facts about customers or prospects to opportunities to sell specific services. And we continually stress the need to build good customer relationships at every opportunity through good service, courtesy, personal attention and interest.



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Wachovia “Banks” on Meeting Results

Wachovia Bank and Trust Co., Winston-Salem, N. C. is a regional banking institution with some 45 statewide offices. It's the 46th largest commercial bank in the nation and the largest bank in the Southeast.

Staff sales program manager is James H. Newbury, assistant vice-president. Through 12 sales managers he administers and stimulates the program on a year-round basis.

“Entire credit for our program's success,” emphasizes Newbury, “goes to the 300 tellers, direct loan interviewers and cash tellers who serve the public every day. Credit for success also goes to our individual sales managers and neighborhood office managers who see sales training as an important part of their responsibilities—important to good customer service, necessary for a more fair evaluation and appraisal of the selling efforts of contact staff members, and essential to efficient bank management and profitable operations.”

Wachovia has 300 salesmen. On an average, each has about 45 to 60 seconds to sell the bank's services to a customer or prospect. Customers and prospects don't come to the bank to buy, but for another reason. Thus salesmen must first transact their other business and then quickly but tactfully begin their sales approaches. They now sell at least one out of every three people they tell about the services.

These 300 salesmen are commercial bank tellers, installment loan interviewers and cash tellers. This selling force is 75% women who were not hired to sell, but to serve the public. They make their sales in the bank, during banking hours without slowing down customer service or holding up lines.

“Selling specific services discussions give us a chance to bear down on sales fundamentals for each service. We suggest new approaches, emphasize the public's need for each type of service, point out new sales techniques, and show how to tie the sales of one service to another. Six basic selling steps we stress are prospecting, suggesting the service, naming the service's advantages and benefits, asking for the account sincerely and enthusiastically, thanking customer or prospect and the follow-up.

“Another 15 minutes is used to answer basic selling problems and to straighten out everyday selling situations. If they are left untended, they might deter sales or get contact salesmen off on the wrong attitude track. We want to be sure that each individual knows if he makes a good sales presentation. If he feels it's good when actually it's fair or poor, we have trouble. If he gets no buying response from the customer or prospect, he might blame the bank for poor sales training, poor service, the customer for not recognizing a good buying opportunity or himself for his lack of success. He may even assume the most dangerous thing a salesman can ever assume—that he wasn't cut out to sell and can't sell. It's a long, expensive, hard training road back

from such falsely assumed attitude. Consequently, we try to prevent such situations.

“We discuss these problems together and come to the conclusion together through discussion, sales suggestions and participation. In this area we also cover how to handle the prospect who won't reply to questions or won't participate in conversations. We show salesmen how to open the conversation in an interesting way, how to keep it moving and how to demonstrate each service by use of imagination. Lastly, we show them closing techniques and cross-and-switch selling.

“Final 15 minutes is devoted to building successful selling attitudes among salesmen. We emphasize that selling goes on every day in every bank office. Everyone has an opportunity to sell every day, and everyone can do it. We use case histories on sales to add further authenticity and to give further recognition. We alternate case history examples to recognize all contact salesmen over a period of months.”

Period immediately following the meeting is important to keep the “continuous sales training atmosphere” alive and active, says Newbury.

“At the end of the meeting we seek agreement from each salesman to try



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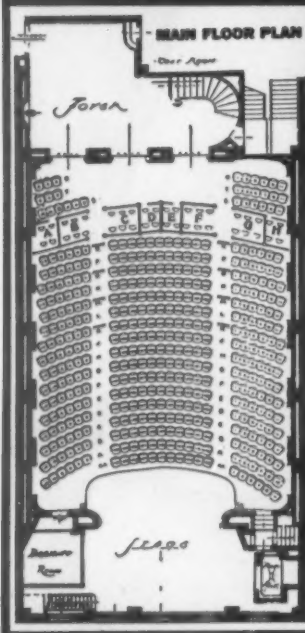
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106 CENTRAL PARK SOUTH AT 6th AVENUE
overlooking Central Park

a new sales technique a minimum of 20 times in the coming week. Average contact staff member sees between 35 to 150 customers and prospects in the bank each day. We provide each staff member with a post-card addressed to the sales manager. A box score on the back allows the salesman to keep track of his use of the new techniques, customers' reactions and remarks the salesman might like to make.

"Post cards are initialed by the supervisor before they are mailed to the sales manager. This gives the supervisor knowledge of use of sales techniques and the sales manager an indication of the supervisor's knowledge of use by salesmen. Remarks on card often offer opportunities for congratulatory remarks, counseling or follow-up memoranda to salesmen.

"Week following the meeting, supervisor of each office receives a summary of one section of the meeting. It contains suggestions for a follow-up with staff members. It re-emphasizes material covered at meeting and encourages use of sales techniques.

"This pattern continues for the next four weeks. Supervisors send sales manager brief, written case histories on salesmen who successfully use the techniques. They are sent to each office and posted on bulletin boards seen by salesmen."

Occasionally, on the fifth week, supervisor holds brief meeting to discuss salesmen's interests at the previous meeting. This information is relayed to sales manager to plan the next meeting.

"We strongly emphasize the importance of follow-up training," says Newbury, "because we feel the function of a sales training meeting is to help produce sales, not merely to give out information. If sales are to be made, selling techniques must first be sound and practical. Then they must be tried and improved.

"Through experience we know that if enough salesmen use the techniques regularly, they will get sound, steady results. It also stands to reason that if these techniques work, salesmen will work them again and again.

"Wherever possible, we use selling examples and techniques that are familiar to salesmen. We use known successful approaches to sell. We feel this saves a great deal of sales training time since we are not starting from scratch."

These are the techniques that have produced a 50% increase in sales each year for four years for Wachovia. They are sound. And they work. Many companies would do well to give them a try. ♦

THE HILTON CITY OF FINE CONVENTION HOTELS



Successful meetings convene every day within the Hilton network of hotels. Why? Because each Hilton Hotel has complete convention facilities, serviced by a staff trained to deliver the utmost in expert assistance.

For complete information on accommodations, contact Sales Manager of any Hilton Hotel, or: Richard L. Collison, Assistant Vice President and General Sales Manager, Hilton Hotels, Palmer House, Chicago 90, Illinois.

HILTON HOTELS IN THE U.S.

NEW YORK
1—The Waldorf-Astoria
2—The Plaza
3—The Statler Hilton
4—The Savoy Hilton

WASHINGTON, D. C.
7—The Statler Hilton

BOSTON
9—The Statler Hilton

SAN JUAN, Puerto Rico
27—The Caribe Hilton
MADRID, Spain
29—The Castellana Hilton
PANAMA, R. P.
31—El Panamá Hilton

HARTFORD
11—The Statler Hilton

BUFFALO
13—The Statler Hilton

CINCINNATI
14—The Netherland Hilton
15—The Terrace Hilton

CLEVELAND
16—The Statler Hilton

CHICAGO
5—The Conrad Hilton
6—The Palmer House

DAYTON
18—The Dayton Biltmore

DETROIT
19—The Statler Hilton

COLUMBUS
17—The Dresher-Hilton

ST. LOUIS
8—The Statler Hilton

LOS ANGELES
10—The Statler Hilton

BEVERLY HILLS
12—The Beverly Hilton

HOUSTON
20—The Shamrock Hilton

DALLAS
21—The Statler Hilton

EL PASO
22—Hilton Hotel

FORT WORTH
23—Hilton Hotel

SAN ANTONIO
24—Hilton Hotel and Inn

ALBUQUERQUE
25—Hilton Hotel

CHIHUAHUA, Mexico
26—The Palacio Hilton

HILTON HOTELS INTERNATIONAL

MONTREAL, Canada
33—The Queen Elizabeth
(a C.N.R. Hotel)

ISTANBUL, Turkey
28—The Istanbul Hilton

MEXICO CITY, Mexico
30—The Continental Hilton

HAVANA, Cuba
32—The Habana Hilton

WEST BERLIN, Germany
34—The Berlin Hilton

CAIRO, Egypt, U.A.R.
35—The Nile Hilton

HILTON HOTELS UNDER CONSTRUCTION

In Pittsburgh, Pa. • Denver, Colo. • San Francisco and New Orleans (Hilton Inns) • Port-of-Spain, Trinidad, W. I. • Athens, Greece



CONRAD N. HILTON, PRESIDENT • EXECUTIVE OFFICES • THE CONRAD HILTON, CHICAGO 5, ILLINOIS



EMCEE BOB HILLS displays a battered hotel-room door to dramatize "The Big Year."

Master of Group Sell

Saturday Evening Post gets sophisticated ad execs to applaud its 30-minute meetings. Sessions sell impact of Post editorial material. Fast-paced one-man show will reach 15,000 execs in 32 cities by September. As many as 300 attend each session.

EVER HEAR sophisticated advertising executives applaud a sales pitch directed at them? It's rare. Yet they often demand an encore when they see Saturday Evening Post's sales presentation, "The Big Year."

"The Big Year" is a show designed to promote advertising in the Post. It will be seen by more than 15,000 advertising executives in 32 principal cities across the country.

Emceed by editorial promotion

manager, Robert F. Hills, show explains how Post editorial material is chosen and how it influences its readers. "The Big Year" combines motion pictures, strip film and commentary to provide a half hour of entertainment and fact.

Specially designed stage with wide angle screen and side panels for strip-film projection is used. Six projectors are employed—one 35 mm cinema-scope projector, two horizontal dou-

ble-frame strip projectors, two verticle strip film projectors and one 16 mm projector. Films are projected onto the panels and screen from the rear.

Cinemascope center screen is used to illustrate main points of Hills' commentary. If he is citing a fact, fact is projected on the screen. If he is talking about Post covers, covers appear.

Strip-film cartoons on side and bottom panels supplement even further.

Cartoons are usually little comical men in the role of Post editors. "Editors" think, edit, program or read depending on what phase of the editorial setup Hills is explaining. If he is talking about readership studies, cartoons show a series of little men interviewing readers.

Intricate control panel with 12 separate channels permits automatic pushbutton operation of the six projectors plus stage lights and tape recorder. Each time button is pushed, certain channels combine to give pre-planned effect. Almost an infinite number of variations can be made.

Hills, speaking from the stage, manipulates the pushbutton control. Wire is run from control panel backstage into Hills' jacket and through his sleeve into his hand. He can change the set whenever he wants. He has complete control of the presentation. Hills often adlibs which wouldn't be possible if someone backstage had to depend on him for cues to change the set.

Show is well-timed and moves along at a rapid rate. Format is built around various happenings at the Post during the past year. It shows how reader studies, backed by editorial judgment, are used to select material for the best total effect, not just best individual readership. It points out that the Post is a powerful advertising medium because of what its editors put into it and what its readers get out of it.

Audience is quickly informed that 26 Post manuscripts were purchased by Hollywood last year, 58 books were published from Post material and 166 television programs were based on stories from the magazine. Circulation soared past the six-million mark and an April issue produced

an all-time high in revenue, \$3,364,400.17.

Illustrations of the impact of the Post and the pulling power of its pages are dramatized by Hills. For instance, week after Pete Martin's story, "I Call on Bret Maverick," appeared in the Post, the Maverick show's Nielsen rating jumped from 29.8 to 34.4 and has remained at 34 or above ever since. Hills shifted to a screened interview with Maverick. Interview was filmed beforehand with Hills out of camera range. His voice was later erased from the sound track. Thus Hills is able to talk with Maverick from the stage while the star answers him from the screen.

Maverick, played by Jim Garner, is his usual dry self. He is seated behind a table piled high with poker chips and cards. Hills tells him that his Nielsen rating went up after the article appeared. Maverick answers, "Probably just a coincidence. . . . Just shows, you can't keep a good thing from the public."

"I'd like to ask you a personal question," says Hills. "Isn't it embarrassing to be a big Western star who doesn't like to draw a gun?"

"Not at all," Maverick replies. "You see there are lots of ways to outdraw someone. Suppose you and I get into a fight. Go get a gun. I'll stay here and fix the cards."

"I'm not a good card player, honest," says Hills.

"Don't insult me. Here, take a card. High card shoots first." Maverick flips a card toward the camera. Hills reaches out to grab it. "What is it?" Maverick asks.

Hills glances at the card which suddenly appears in his hand. "King!" he shouts. Maverick draws his gun and fires at Hills. A window shatters off-stage.

"I had an ace," explains Maverick, "but you didn't have a thing to worry about. I'm a lousy shot."

"You sure are. I'll give you another chance. Draw!" Hills draws his gun and shoots. Poker chips on the table in front of Maverick fly in all directions.

"You're no better shot than I am," says Maverick as he starts to rise. "See you Bob." He walks out through swinging doors.

Interview is dramatic highlight of the show. Synchronization of action and dialogue is so perfect, it seems that Maverick is on the stage in person.

In 1957 the Post ran an article on the Delta Queen, an overnight luxury riverboat. Week the article appeared, the boat went out of business after losing \$50,000. New owner figuring article was "money in the bank," put the boat back into operation. Delta Queen showed a profit of \$112,000 in 1958.

Hills drags a battered, beaten hotel-room door onto the stage to drive his point home even harder. Post ran a series of articles on Mickey Cohen. Cohen, it seems, wasn't pleased with the articles and showed his unhappiness. He checked into the Warwick Hotel, Philadelphia, to file a \$1-million libel suit against the Post. However, he failed to notify local police of his arrival. (Out-of-town gangsters must do this in Philadelphia.) Police found out about Cohen's arrival, went to the hotel and broke into his room to arrest him. (Cohen later withdrew the suit.) Hills uses the door to dramatize the Post's ability to arouse the public against mobsters like Cohen.

► Cocktails are served before the Post presentation and lunch afterwards.

BRET MAVERICK, appearing on wide angle screen, is interviewed by Bob Hills from the stage. Original interview was filmed with Hills out of camera range. His voice was later erased from the sound track. Thus Hills is able to talk with Bret Maverick from the stage while the TV star answers him from the screen.



HOW ABOUT HOLDING YOUR MEETING IN BERMUDA?



Here's the ideal island setting for successful sales meetings, small conventions and directors' sessions . . . beautiful scenery, comfortable climate, fewest interruptions. Bermuda's only hours away from major cities in the United States and Canada. Just 3 hours by air from New York, daily flights by trans-Atlantic airliners. A week-end away by luxurious ocean liner, sailings weekly.

Recreation facilities are superb . . . for golf, tennis, fishing, swimming . . . for sightseeing and duty-free shopping too.



Restaurants are excellent. Famous hotels have dancing and nightly entertainment. Bermuda is well experienced in expertly taking care of all the requirements of small or large groups. Rates are reasonable.

FREE New 24-page booklet, "Bermuda . . . Headquarters for Memorable Meetings and Conventions." Write for it today to: The Bermuda Conference Service (Room 319) 620 Fifth Ave., New York 20, N.Y.

During the interim periods members of the audience get a chance to have their fortunes told and to play gambling devices. Room is set up with a Western motif. All devices were made up specially for Post use. For instance, your fortune might read:

*You have a subdued and sincere tie,
Your narrow lapels are the most,
And you have a successful, satisfied air—
Your ads must be in the Post.*

Hills wrote, produced and directed the show himself. Commercial Pictures Corp., Chicago, designed the stage and provided the electronic controls. Visualscope, Inc., New York City, did the visuals and designed the screen and side panels.

This marks the fourth year Hills has put on the show. It follows the same general pattern each year—behind-the-scenes glimpses of Post's editorial operations.

When show closes in September, Hills starts to gather material for next

year's show. He works on it right up to the time it opens in May or June. If it isn't satisfactory then, he makes additions and changes after it opens. After the first performance this year, he decided the script was too long so he edited it. During the first few shows he only had still pictures of the Delta Queen. He thought movies would be more effective so he got them.

Show presents many problems. It takes between six and eight hours to set up the complicated equipment. This in itself is a problem. But in New York City it was even more of a problem. Show was scheduled for a three-week stay at Crystal Room of Savoy Hilton Hotel. On weekends the hotel needed the room for other affairs. Equipment had to be taken down Friday after the performance and put up again late Sunday night in time for the presentation at noon the following day.

Although Hills has two understudies ready to take over at a moment's

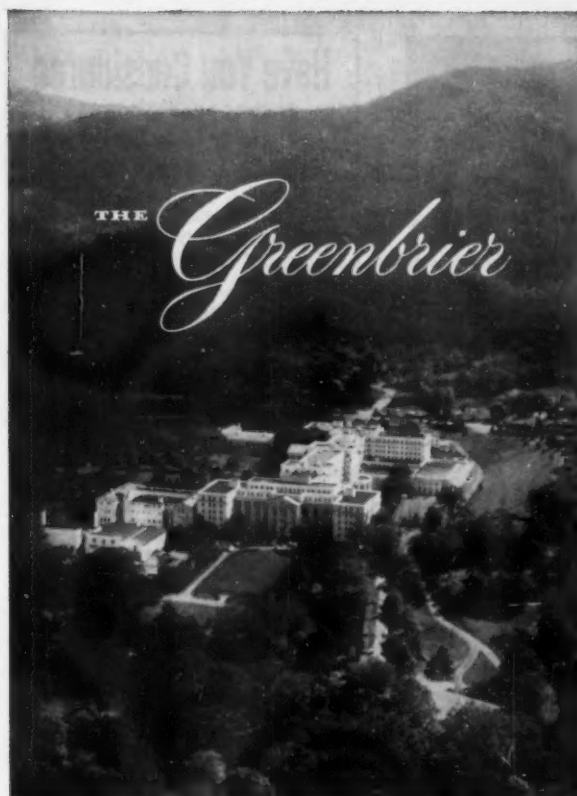


HOLIDAY'S BACK from a tour. Magazine's Touring Musical Show and Fashion Revue recently wound up a 10-week tour of the nation's leading department and specialty stores.

Show was presented 93 times in cooperation with several of Holiday's advertisers.

Musical revue sets the mood and provides backdrop for stores to display their fashions and merchandise. Show includes singers, dancers, emcee, orchestra and stage set. It features original music by Broadway composer-lyricist, Michael Brown.

Entire entourage is transported from city to city in a specially constructed trailer.



AMERICA'S INFORMAL BUSINESS CAPITAL

You will find at The Greenbrier the perfect setting for your conference, whether it be for ten or a thousand people. The new, air-conditioned West Wing has an auditorium with a 42-foot stage, new sound and projection machines, splendid banquet arrangements, and a theatre with a CinemaScope screen. Accommodations are magnificent; the food is gourmet fare. For after-session enjoyment The Greenbrier's recreational facilities are unsurpassed. And our staff of experts not only helps in planning your program, but they also handle the details to carry it through *successfully*.

Special Winter Rates available on request. Include a spacious, luxurious room and The Greenbrier's traditionally fine meals, green fees (our courses are playable much of the winter), swimming in mosaic tile indoor pool, membership in the Old White Club and gratuities to service personnel. EFFECTIVE DEC. 1, 1959 - FEB. 29, 1960.

FOR INFORMATION write Charles L. Norvell, Dir. of Sales. Also reservation offices: New York, 17 E. 45th St., MU 2-4300 Boston, 73 Tremont St., LA 3-4497 • Chicago, 77 W. Washington St., RA 6-0624 • Washington, D. C., Investment Bldg., RE 7-2642 • Glen W. Fawcett: San Francisco, 1029 Russ Building, YU 2-6905 • Seattle, 726 Joseph Vance Building, MU 2-1981 • Dallas, 211 N. Ervay, RI 1-6814 • Los Angeles, 510 West Sixth Street, MA 6-7581.

THE
Greenbrier

WHITE SULPHUR SPRINGS • WEST VIRGINIA

Facts about the COMMODORE

NEW YORK'S BEST-LOCATED CONVENTION HOTEL

LOCATION. Convenient, mid-town, heart-of-Manhattan location. Just minutes from business, shopping, entertainment centers . . . also from Coliseum and Madison Square Garden. Express subways, buses, taxis right at the door.

TRANSPORTATION. Direct entrance from Grand Central Terminal. Airline Terminals and Pennsylvania Station a few blocks away. Out-of-traffic special entrance for cars and taxis on Park Avenue Ramp, with Motorists' Registration Desk.

SERVICE. Experienced, smooth personal service by highly skilled staff, efficiency-trained for successful business functions.

FACILITIES. 35 completely air-conditioned meeting rooms for groups of 25 to 2500. All restaurants, lobbies, other public rooms, and most guest rooms and suites, air-conditioned.

ACCOMMODATIONS. 2000 guest rooms and suites in attractive types and price ranges. All are outside rooms and suites. All with private bath and radio. Most are air-conditioned and have TV.



Telephone MU 6-6000
Teletype NY 1-2477

HOTEL
Commodore

42ND STREET AND LEXINGTON AVENUE

New York 17, N. Y. • A Zeckendorf Hotel

JOHN C. EGAN, Director of Sales
LOUIS J. FIORA, Convention Manager



Best "time out" spot in 49 states!

It takes two things to make a successful convention—play and work. Here at the fabulous Fontana Village Resort, high in the Great Smokies, we've teamed up with Mother Nature to provide the "time out" fun that makes "time on" the job more resultful, more memorable, more profitable. A special color film will be sent at your request. Write for a preview of what we are like.

**FONTANA
VILLAGE**
NORTH CAROLINA

WHERE will you get more done
WHILE you have more fun?



NASSAU AND THE BAHAMAS

You accomplish more on the agenda because you relax so enjoyably during the hours in-between!

The Bahamas are near by plane or ship...and no passports are needed for American or Canadian citizens.

For complete information:

NASSAU, BAHAMAS, DEVELOPMENT BOARD

MIAMI 608 First Natl. Bank Bldg.	CHICAGO 1230 Palmolive Bldg.	NEW YORK 307 British Empire Bldg.	DALLAS Adolphus Hotel Arcade (1406)
TORONTO: 707 Victory Bldg.			

Have You Considered PRINCETON, NEW JERSEY?

The Nassau Inn, just 45 miles from New York or Philadelphia, has long made a specialty of conferences, group meetings and training programs.

An ever increasing number of prominent organizations are selecting the Nassau Inn for group meetings of from 10 to 200—and with good reason—

- ✓ Princeton provides a tranquil atmosphere conducive to concentration on the problems at hand—
- ✓ The Nassau Inn's location, directly opposite Princeton University's Campus, contributes immeasurably to its relaxing, restful, setting.
- ✓ The proximity to many of the nation's leading research organizations provides ready reference to sources of problem solutions.
- ✓ Our proficient staff, and rapidly convertible function rooms, assure smooth, trouble free service and facilities for every type of conference.

The advantages of holding your next meeting at the Nassau Inn are clearly illustrated in our Conference Check List and Brochure—send for your free copy today.

George Washko, Manager
The NASSAU INN
on Palmer Square
Princeton, New Jersey
WA1nut 1-7500

For The Life of Your Convention



and The Convention of Your Life

THE
Mount Washington
BRETTON WOODS HOTEL
NEW HAMPSHIRE

The largest and finest convention meeting resort in New England, 19,000 acre estate, 10 separate meeting rooms, exhibition hall, dining room seating 800, completely trained staff to make your work a pleasure, 18-hole golf course, all sports, entertainment, and the greatest chefs in the U.S.A. Convention season, June thru October. Write today for brochures, programs and menus.

All Inclusive Rate . . . No Extras!

WIN CHESLEY, Director of Sales
1 East 57th St., New York City, PLaza 5-7840

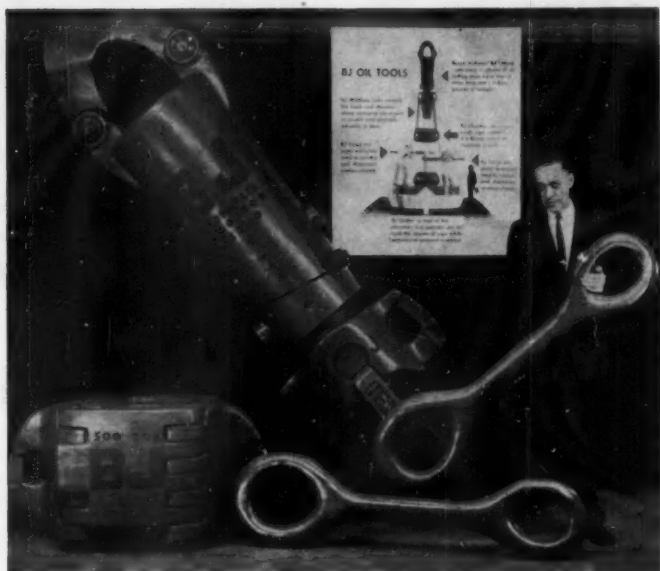
notice, show probably wouldn't be as effective without him. He knows it inside out.

Hills hasn't missed a performance in four years. Three days before the new show opened in New York City, he lost his voice. Everyone was in a panic. The doctor told Hills to spend the weekend in bed. No exertion, no drinking, plenty of rest. Hills did the opposite. He had scheduled a round of parties, and he hit them all. But by Monday morning his voice was in perfect condition. Show went off as usual and no one could tell what shape he had been in two days previous.

If the equipment is working, no one has to be backstage. Hills with his pushbutton control can handle every-

thing. But once in a while an electric circuit will go, and projectors, lights and tape recorder have to be run manually from backstage. Thus stagehands who know the script and Hills' cues have to be present at all times, just in case. When this happens the show loses some of its over-all effectiveness—pace is slowed down.

Show generally goes off without a hitch. And the audience loves it. Intermittent clapping during the presentation and a huge round of applause at the end proves it. Post executives are pleased, too. It's the advertising executives they aim to please. This pleases Post executives, for there's nothing quite like having your best customers and prospects cheering your sales pitch. ♦



Can't Tell 'Em from Real Thing!

HERE, YOU LIFT IT! It's not as heavy as it looks.

Photo illustrates actual reproductions of equipment weighing 15,200 pounds. But reproductions weigh only 200 pounds.

W. L. Stensgaard and Associates, Inc., Chicago, reproduced these giant oil drilling tools for Buron Jackson Oils Tools exhibit at International Petroleum Exposition, Tulsa.

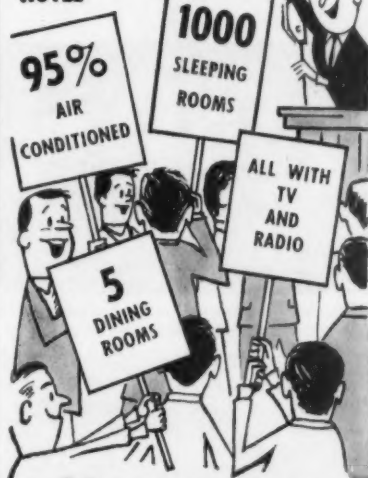
Idea came about when company ran across the problem common to most exhibitors. Heavy machinery is expensive and difficult to ship and handle for trade shows or showroom exhibits.

Stensgaard created scale drawings of the tools. Sculptors then carved the tools out of crystafoam, a light material. Once they were carved to precision, they were covered with Celastics. Thus, tools had a lightweight core and a durable surface. They were then finished in the bright red of the Byron Jackson red iron.

It is difficult to tell the reproductions from the real tools—unless you try to lift them. Reproductions will be used in many exhibits after the petroleum show. They're easier to handle, easier to ship and you can't see the difference.

Bahama Climate
Blissful Comfort
Bountiful Cuisine
Beneficial Conclaves
Business Camaraderie
Best Convention
British Colonial
 Nassau in the Bahamas

CINCINNATI'S LARGEST CONVENTION HOTEL



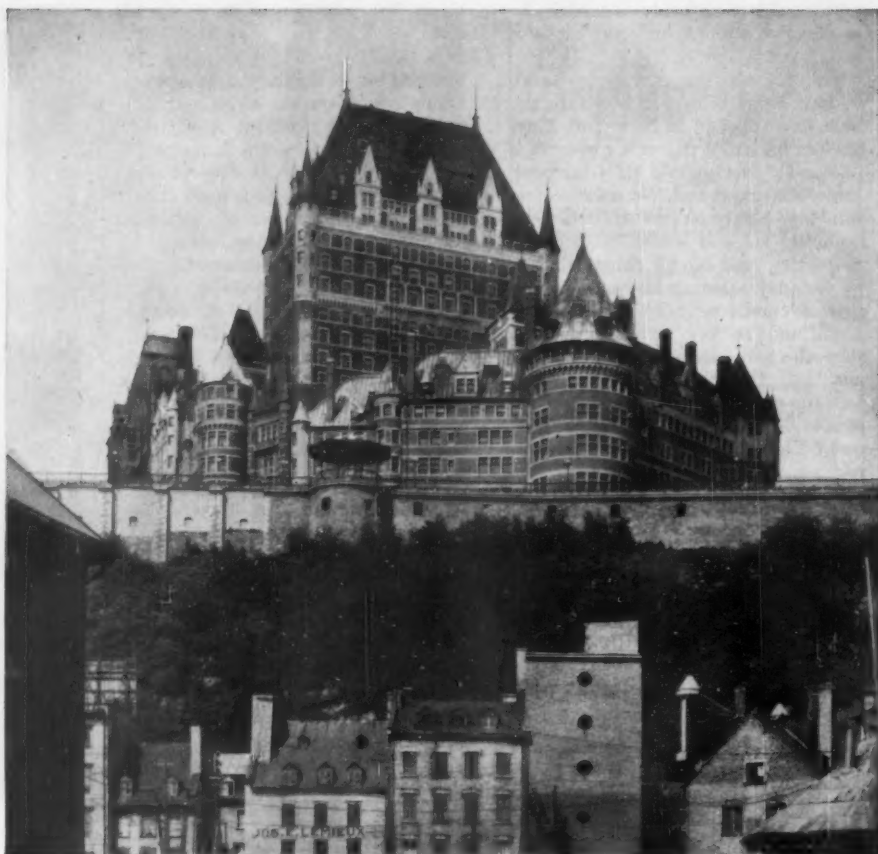
24 Meeting Rooms ranging in capacity from 10 to 1700

Telephone
 Main 1-6600
 Teletype
 CI-559

Ann Kroger,
 Sales Manager

**SHERATON
 -GIBSON HOTEL**

*A French
Château for
your next
convention!..*



The stately Château Frontenac towers over scenic Québec and the mighty St. Lawrence.

The Château Frontenac in historic old Québec



Thoughtfully planned meeting rooms of all sizes help you accomplish much more in a shorter time.



Historic Québec, world-famous French fortress city, provides you with a storehouse of memories.

Refreshing atmosphere and scenic splendor—aren't these the clues to a successful convention? You'll find all of this and *more* in an old-world setting—at Québec's Château Frontenac. This luxury hotel offers you not only traditional old-world hospitality, but every *modern* convention facility. Here is just a sampling:

723 luxurious rooms. Meeting rooms of all sizes. Private banquet halls. Portable public address system. Sound projectors with trained operators. Individual exhibition rooms. Cocktail lounges, ballrooms, terrace cafe. Year-round sports.

And Canadian Pacific's smooth, efficient service leaves you more time to explore the excitement and romance of this famous French fortress city. To ride, perhaps, in a horse-drawn calèche; to visit historic landmarks and shrines; to shop; or golf on picture-book courses.

In French we call it a *succès fou*. In any language: an unforgettable convention! For information and reservations, write to: Convention Traffic Department, Canadian Pacific Railway Company, Windsor Station, Montreal.

Canadian Pacific

SALES MEETINGS/Part II SALES MANAGEMENT

To Build House a Day At Show for Lumbermen

Houses to be erected in Cleveland Public Auditorium during Building Products Exposition. Lumber retailers will watch as houses go up one day and come down next. Probably most ambitious demonstration ever devised for a trade show. Houses to be built to promote Heritage Homes' component construction.

EVER SEE a house built in a day? It will be demonstrated at the National Retail Lumber Dealers Association's Sixth Annual Building Products Exposition.

When the doors open on Nov. 14, workmen will start from the "ground up" to erect a full-scale, three bedroom house with attached garage. Within one eight-hour working day, house will be ready for sub-contractors to move in for the finish details.

At least two different homes — maybe three — will be constructed during the four day show in Cleveland's Public Auditorium. It's called "House-a-Day Construction Program." On alternate days builder will probably vary the diet. He will have his workmen construct detached garages or other types of structures.

Heritage Homes, Cleveland, will erect the homes with its own component system of tongue-and-groove fitted panels. Component construction has several important advantages. Panels and other parts can be built indoors under controlled conditions. This gives better quality and faster production. It enables the builder to take best advantage of good weather. He gets the maximum number of units enclosed and under roof. Finish details can then be applied without costly delays which bad weather imposes on conventional building. This also means a quicker return to him so funds may be used again. Also component construction is a method which can be applied to any type of structure or plan whether it be a standard or custom design. Cost of homes runs from \$12,000 to \$100,000 erected.

Program at the show will include indoor storage and shipping demonstrations for the complete house. House is designed to take up a minimum of warehouse-transport space.

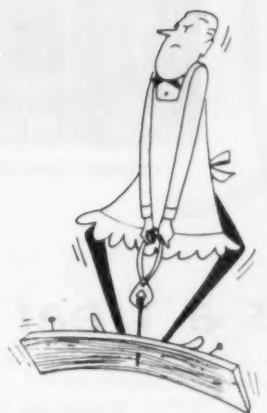
All materials will be delivered to the hall before the show opens. They will be stored in a demonstration warehouse area set aside for the purpose. Material will be taken from there for the actual construction. When dis-assembled, it will go back to the storage area until the end of the show.

Noise is expected to be a negligible factor since all materials will be pre-cut and put together in panels or other component parts. Actual on-the-site construction will be an assembly of panels, roof trusses, etc. Builder may put his workmen into business suits instead of coveralls to dramatize the ease and cleanness of this type of construction.

Bleachers will be provided for visitors' convenience. This will help to control traffic. But the builder will probably rope off the area around the house during construction to route observers away from any possible danger of being bumped into or tripped over by the workmen. Also, since construction will be scheduled by the clock, it will be essential that workmen not be impeded by traffic inside the house.

Each house will be open the day after its construction. This will give visitors an opportunity to examine it inside and out. "Brain" sessions will be scheduled nearby as a service to dealers. They can get first-hand information on the principles and how-to of component building, how to work with real estate firms, how to obtain construction money, how to get into component construction without a large capital outlay.

Special feature dramatically illustrates how lumber dealer can get a bigger share of the business on each new house sold in his community. "A House-a-Day" is no small feat. ♦





CHORUS CONCLUDES musical number. Performers are used for meetings and conventions.

It's a Treat to Perform at Armstrong

Employees from all departments act and sing for Armstrong conventions. They rehearse on own time and love it. Dress rehearsals are open to plant employees. It's as close to a little theater group as you can find in industry—and it works fine.

WHEN THEY TALK ABOUT getting into the act at Armstrong Cork Co. sales meetings, they mean it—literally. Employees take on every act-

ing—and singing—chore for distributor meetings from the chorus line to "star" billing.

Armstrong's Lancaster, Pa., plant

may have what is the only industrial little theater group in the country. Strictly on a voluntary basis, employees from every department of the com-



SKITS ACTED OUT in small sets are used to illustrate key points of most speeches. Actors are all Armstrong employees.



REAR PROJECTION SLIDES are used when scenery isn't warranted. Cast acts out skit in pantomime directly behind screen.



PUT ALL YOUR EXHIBITS ON

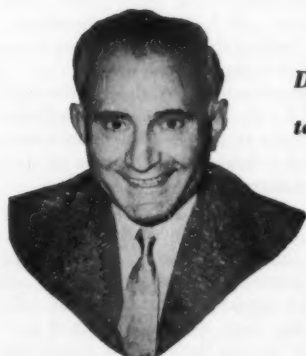


The Sherman has added 10,000 square feet to its already large convention exhibit space. The total is now 50,000 square feet . . . all on one floor and all air-conditioned. No time lost racing around town . . . no stair climbing . . . no crowding into elevators. But single-floor convenience isn't all. The Sherman also offers 27 air-conditioned meeting rooms accommodating 10 to 2,000, plus exceptional banquet facilities for functions of any size.

PUT ALL YOUR PEOPLE UNDER



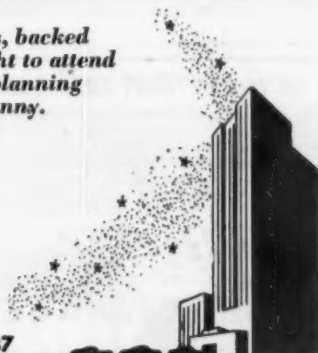
- 1,501 redecorated rooms,
- Radio in every room—TV in many.
- World-famous restaurants: The Porterhouse, offering wonderful steaks—Well of the Sea, seafood flown fresh daily from the principal rivers, lakes, and oceans of the world. And for exceptional food at considerate prices, the smart Celtic Grill and Cocktail Corner are long-time favorites of both Chicagoans and visitors. The Coffee Shop and the Snack Bar provide excellent meals quickly.
- The Sherman is in the heart of Chicago's shopping, theatre, and financial district.
- Drive-right-in convenience—the only hotel in Chicago with on-premise garage facilities. No waiting for busy doormen when you arrive . . . no waiting for delivery when you leave.



Danny Amico, Vice President and Director of Sales, backed by highly qualified staff, is on hand day and night to attend to all your convention requirements. For help in planning your next convention, phone, wire or write Danny.

THE SHERMAN
Chicago's Most Convenient Hotel
COMPLETELY AIR-CONDITIONED

Randolph, Clark and LaSalle Streets • Telephone: FRanklin 2-2100 • Teletype: CG 1387



THE WORLD'S AT YOUR FEET!

When You
Convene at

Castle IN THE CLOUDS

RESORT HOTEL

LOOKOUT MOUNTAIN, TENN.



open May
to October.

UNUSUAL AMERICAN PLAN RESORT

with food, service, and accommodations matching the grandeur of a view encompassing seven states.

Swimming Pool • Horseback Riding • Tennis
Archery • Free Golf • Shuffleboard • Putting
Greens • Name Bands and Supper Club Stars.

PLUS OUTSTANDING CONVENTION FACILITIES

Seven Meeting Rooms—Largest seating more than 500 . . . King Arthur's Roundtable—perfect for conferences of 20 to 40 . . . dining indoors or out . . . newly furnished comfortable accommodations for groups to 350.

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pany vie for an opportunity to be part of a sales meeting cast.

Recent two-day 12th Annual Convention of Wholesale Distributors of Armstrong Building Products is a good example of how a typical meeting is put together.

Planning for convention starts about three months in advance. Members of the special promotions department (part of the advertising, public relations and promotion operation of Armstrong) get together with sales division representatives. They determine objectives of the convention and assemble a rough outline. Each writer is assigned a specific area of the outline. All start working on speeches and skits about three weeks after initial planning meeting. Next month is devoted largely to revising speeches, integrating skits and gradually forming entire convention program. Continuous re-writing and revision goes on up to the last minute. Slide and set production continues steadily all the way through dress rehearsal.

Armstrong Chorus, composed entirely of company employees, is used for all conventions, sales meetings and often for movies. One of the girls in the chorus estimates that she spent 103 hours rehearsing for this convention. "It's worth it, though, because I enjoy the work," she says. "If I wasn't asked to participate in a convention, I would be terribly hurt. So far I've been in 10, plus various sales meetings. Sales meetings are produced on a much smaller scale so they don't take as much time," she says.

Chorus starts to rehearse six weeks before a convention—three nights per week plus Saturday morning. Actors in skits rehearse two nights per week and Saturday afternoon. Armstrong estimates 10,000 man-hours go into a convention. According to officials, this is a conservative estimate. Approximately 100 people participate—half on stage and half behind-the-scenes. Even behind-the-scenes help is composed of company employees.

Approximately 400 slides were produced for the recent convention. Company feels slides offer far more versatility at a fraction of the cost of motion pictures.

Fantastic part is that Armstrong employees do all the work themselves. Only finished art work, film editing and occasional special projects are sent to outside firms. Company officials say they make substantial savings by having their own organization do the work.

For the recent convention, company chorus opened with a takeoff on "River City Junction," from the Broadway show, "The Music Man."

Opening attempts to summarize in music what business lies ahead.

Business sessions included an announcement of a new acoustical material, presentations on sales and manufacturing plans for 1959, merchandising techniques, marketing and advertising. (Armstrong gives distributors an over-all look at their business, their opportunities and then helps set objectives for the coming year.)

Throughout business sessions, skits, slides and movies are used. Skits, acted out in small sets, are used to illustrate key points in practically every convention speech. Many are comical. They are used to keep audience interest at a high level. Company feels humor and satire are good because audience can easily recognize situations.

Finale is patterned after Broadway musical comedies, complete with elaborate staging, original song lyrics and full orchestral complement. Finale tells wholesalers "what they have already been told." In other words, songs recap key objectives presented at convention. Songs included "Frankie and Johnnie Were Consumers," parody on "Frankie and Johnnie Were Lovers" and "Oh, Yes, We'll Get Profits, Right Here In Central City," parody on "Oh, Yes, We Got Trouble, Right Here in River City" from The Music Man. Other songs included takeoffs on "I'm True to You, Baby, In My Fashion" and "I Will Never Be Jealous Again." Parody on "Hang Down Your Head, Tom Dooley," went "Hang Down Your Head, Tom Maybe, Poor Boy Your Price is High."

Armstrong has equipment necessary to stage elaborate productions. It includes a 650-seat auditorium with a professionally equipped stage, public address and lighting systems, facilities for broadcasting, an electric organ, an eight-port projection booth and an inter-auditorium communication system from stage to projection booth and control booth.

Armstrong conventions are strictly timed — from speeches to breaks. If a speech or song runs overtime, it's chopped even as late as dress rehearsal. Company employees are allowed to watch final dress rehearsals. Cast felt that this was it—not just another rehearsal.

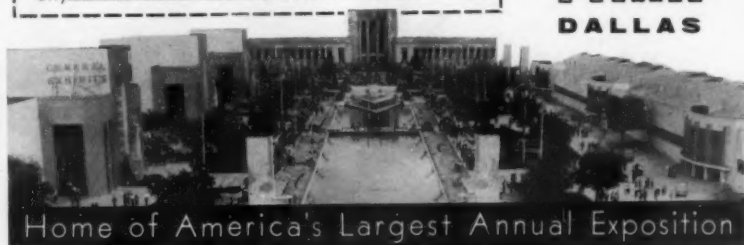
► Majority of registration is handled beforehand to save time. When distributor receives invitation, he sends back card saying whether or not he will attend. When he arrives, he stops at the main desk and gives his name. He is handed an envelope with his identification badge plus a program and other pertinent information — all made up beforehand.



State Fair Park in Dallas almost matches the Pentagon when it comes to floor space...gives you all the room you need for any type of meeting, convention, or show. Six modern buildings (2 are air conditioned) and three auditoriums with seating for 200 to 4,000 provide just the right amount of "show" area you require. State Fair Park is conveniently located just 10 minutes from downtown Dallas and has free parking space for 12,000 cars. Write today for complete information and rental rates.

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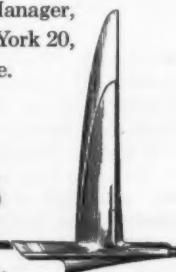


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Banquet and reception is the only time conventioners can really let their hair down. It is held the first night and business talk is prohibited. Most distributors are veterans at these conventions and look forward to seeing their friends again. They have a real social evening. Company brings in professional entertainment. This year it included Jimmy Wilson and his orchestra, singers Stanley Grover and Jan McArt and ventriloquist Jimmy Nelson. Orchestra also played for convention finale. This was the only professional entertainment used.

► Much to the relief of officials, this convention went off with nary a hitch. It was a far cry from the '58 convention. At that time, Lancaster suffered its worst snow storm in 25 years. Many utility lines were snapped. At a result, the Armstrong auditorium was suddenly without electric power at the start of the sessions. But the show went on as scheduled. Stage crew managed to hook into a small generator in the basement beneath the stage. This provided enough power to operate the microphone, the projector and one ceiling spotlight. As the audience listened unsuspectingly, crew worked in virtual dark-

ness behind the scenes. By noontime when power was restored, crew had managed to assemble an arsenal of spotlights, battery powered megaphones and other emergency equipment. Thus it was a hectic but successful 1958 convention.

Armstrong picks up the tab for the whole convention with the exception of transportation to and from Lancaster. Company believes wholesale distributors are an integral part of the organization. It tries to give them all the cooperation and help possible. Approximately 400 thought the expense of the trip would be well worth it. It must have been because most expect to return again next year.

It has taken Armstrong 42 years to arrive at the present format for conventions. First convention was a means of becoming acquainted with jobbers. Musical entertainment was provided by the chorus, but there was little connection between numbers and business sessions.

Today all music is connected with the sessions. Armstrong feels it has hit upon a good thing and doesn't intend to change it. Motto is inject just enough entertainment into a convention to make the business at hand palatable. ♦



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WANT TO CUT DOWN on booth personnel at exhibits? Install a telephone line from booth to company offices. That's how Armstrong Cork Co., Lancaster, Pa., worked it at the 1959 Design Engineering Show at Convention Hc "I", Philadelphia.

Company installed a special plexiglas telephone booth with a direct line to the company's research and development center in Lancaster.

When exhibit-goers asked for detailed chemical and physical information, operator (right) placed a call to an Armstrong technical representative. Visitor could talk directly to him.

Panel portrait of the Armstrong man lit up next to the phone booth to identify him. This system makes it possible to answer highly technical questions without having a large staff of engineers and scientists present.

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LITTLE ROCK, ARKANSAS



ARTIST'S CONCEPTION of Navy Pier for Chicago International Trade Fair. Grandstand at end looks out over a barge converted into a floating stage.

New Wrinkle to Intl. Trade Fair

Chicago adds extensive entertainment program to exhibits of foreign products. Sees this break with traditional trade fair plan as necessary to develop "character" for its new endeavor.

By DAVID J. ATCHISON

A TRADE FAIR is supposed to promote trade. Now a new element is being added. Chicago International Trade Fair, sponsored by Chicago Association of Commerce and Industry, plans live acts.

Why give visitors to a trade fair entertainment? What philosophy of a trade fair organizer prompts spending all the money that international entertainment entails?

Answers come from Richard Revnes, fair director, as he sits in his office at the Chicago Association of Commerce. The philosophy is derived from simple evaluations, Revnes points out.

"Each show has its own 'character,'"

says Revnes. "Take the annual Shoe Fair, or the confabs of National Sales Executives—they all have their own flavor, character, or call it what you will. Now, since our trade fair is international in scope and interest, we asked ourselves just what kind of character should a show of this type have?"

Tom Coulter, executive director, Association of Commerce, Bob Cunningham, his public relations director, and Revnes told each other: "Look, 80% of the products to be exhibited at the fair have as their heritage the culture of the countries from which they come—handicraft, jewelry, exotic foods. Before people start buy-

ing products from another country they must understand the culture of that country. What better way to make them understand than to show them? We'll bring in the finest kind of entertainment to present the cultures of many countries."

The fair committee, in all its innocence, felt that a point of irritation to the public was to pay an admission fee and then pay again, once inside, to see something good. Thinking of "family units," the committee went back to the concept of its 1957 Chicago Land Fair and decided all entertainment would be free. They asked Helen Geraghty, of "Century of Progress" prominence, to be its international impresario, to book and produce international entertainment.

Miss Geraghty went to big booking agents with a specific request for fresh, new acts, not big names, from the 65 countries participating in the fair. "This has entailed considerable negotiating—and expense!" Revnes admits. "For instance, we've had to pay the round-trip fare by air for 12 dancers from Ceylon."

Acts will give numerous daily performances in four theaters set up near the Lake Michigan end of Navy Pier. First, the big grandstand built at the water's edge seats 7,000 people, and the "stage" is Holiday Island, a 200-foot barge owned by Material Service Co., made into an island by the architectural concern of Naess & Murphy. Sod Growers Association of Illinois has donated the sod, the local landscape association, the trees and shrubs, etc. There'll be four and five shows a day on the big floating stage which will accommodate the larger acts, with special performances on buyers' days.

Second theater, the existing auditorium at Pier's end, has been renamed "International Theater" and will feature the more "intimate" acts of two to four people. Other entertainment activities are located strategically along the lengthy Pier.

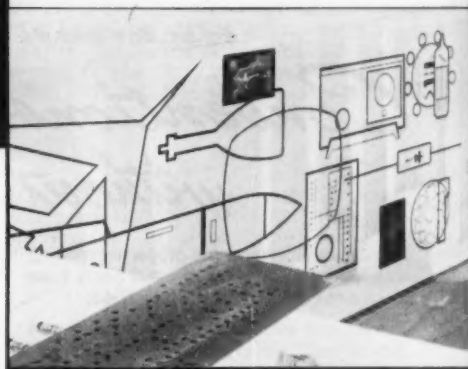
Since the trade fair has been touting the phrase "Shop the World At Chicago" in direct mail and advertising to buyers, it would seem possible—at least plausible—that the 65 or more exhibiting countries would object to the distractions of so much entertainment.

"The shows will not detract from the exhibits!" Revnes claims. "Before each performance at all shows, we explain over the p.a. system that all entertainment is a courtesy of and made possible by all exhibitors. Also that much entertainment is going on right in the booths, or pavilions."

Along this line, the fair has brought



Here Mr. Hood of Design Built Studios, Inc., points to a fragile exhibit component. This intricate maze of wiring, vacuum tubes, relays, etc., make North American Kid-Glove® handling a must in order to meet convention and show dates.



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Regency Room*	Lobby	1,000	800	6,510
Roof Garden	15th	500	400	3,374
Cactus Room	21st	300	200	2,640
Danish Room	15th	200	175	1,500
North Room	15th	100	80	900
French Room	Lobby	175	135	2,000
Press Room	7th	150	120	2,100
Directors Room	7th	45	30	700
Parlor A	Mezzanine	150	135	1,290
Parlor B	Mezzanine	40	30	378
Parlor C	Mezzanine	50	40	627
Parlor D	Mezzanine	110	90	957
Parlor E	Mezzanine	25	20	288
Parlor F	Mezzanine	30	25	385
Parlor G	Mezzanine	75	65	682

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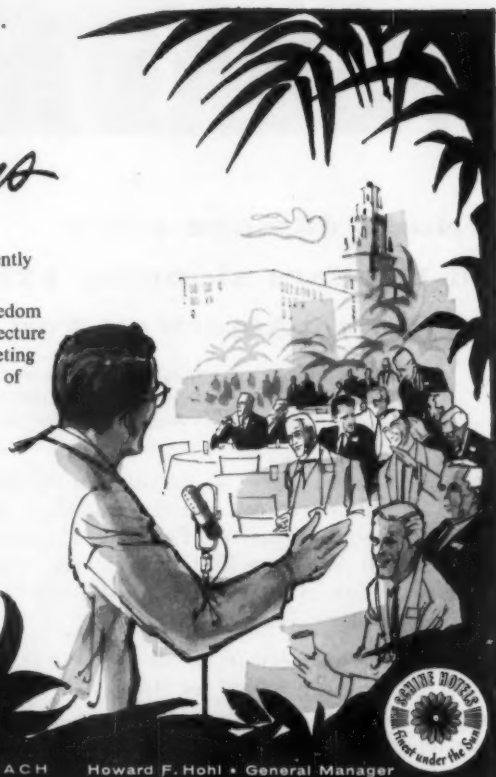
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Howard F. Hohl • General Manager



over to Chicago the famous Hakata Japanese doll makers; also a famous embroidress from Formosa, who will complete at the fair an embroidered portrait of Chicago's Mayor Daley, double chins and all, and which will resemble an oil portrait.

"When you provide services for exhibitors and public too, the only way any such service can be paid for is by public attendance, and it can't be denied," Revnes claims. "Without public attendance nobody can put on a trade fair in this country and make it pay. Otherwise, space fees would be so high to the exhibitor the show would price itself right out of existence. Yet our going prices are so low there is no squabble from the public."

Entertainment brings in the "customers" Revnes feels, and the exhibitors are "smart enough to realize it. Too, we have a philosophy that a proven product creates a demand for that product, or in our case, by public attendance. Every sound marketing principle has been followed here."

Revnes has noted that shows put on for the public in general skirt the truth with exaggerated claims, which tend to put the show in disrepute. "A magazine backs up its circulation figures with audited and guaranteed circulation, and bases advertising rates on the actual figure. Back in 1957 we made a promise to our exhibitors to give them certified public attendance, and we publish the certified figures of attendance. Many disgruntled show managers call us uncomplimentary names for doing this. And the show management industry knows that in our kind of show, it must 'clean up' in one day or it's finished."

Just as a magazine "uses" the advertisers' money to formulate and carry through its editorial pages and policies, so does a show use its exhibitors' money to pay for entertainment (among other things).

A little-publicized facet of entertainment at the Pier is the M. S. "Prinses Irene," 9,000-ton passenger-cargo ship owned by the Netherlands. This brand new luxury ship was chartered by the fair and tied up alongside Navy Pier for use as a private "club." Revnes explains the reason: "There are no accommodations on the pier for cocktails and a quiet snack, and many exhibitors and buyers requested them. We went through the Netherlands Consul here and secured the Prinses Irene to fill this need. Set up on a membership basis with a limit of 600 members at \$50 each, we notified interested parties, and immediately sold 550 memberships for the 15 or 16 day period."

what's new in exhibits?

NOW IN THE MIDST of its six-weeks New York run is the colossal USSR exhibit at the Coliseum. More than 4,000 heavy packing cases, up to 50 ft. long and weighing as much as 26 tons, containing displays, models, products and literature, were unpacked and erected in two and a half weeks. Nearly 500 tired workmen finished the job in plenty of time for a fast preview by President Eisenhower, Vice-President Nixon and Soviet First Deputy Premier Koslov, the day before the official opening.

CON EDISON WILL soon complete its nuclear power plant at Indian Point, New York. Its reception area will feature an elaborate animated exhibit designed to tell the inside story of Con Ed's efforts in atomic power and how they will affect the future of New York; at the same time it will orient visitors to the various buildings and facilities.

SPEAKING OF POWER PLANTS, the independent electric utilities now have a travelling exhibit dramatizing the hidden costs of public power. By means of push-button selectors, the local taxpayer may find out how much public ownership is already costing him in his own State. A master button reveals the total U. S. cost.

TURNABOUT IS FAIR PLAY. One of the U.N.'s many foreign-built exhibits (this one featuring UNICEF) has just been converted for American use. It can be seen in the lobby of the Secretariat Building, here in New York.

ARMED FORCES are using models more and more in equipment planning. Latest are complete galley layouts for the carrier Independence and for new atomic submarine. Models help both ship-builder and commissary people to plan for efficient food handling and feeding.

All these and many more have made the season, a busy one for Ivel's talented staff. These talents and our big Brooklyn plant are equally available for your own exhibit projects, whether large or small.

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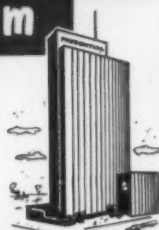
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- Commonwealth Edison Company



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Santa Monica offers plenty of the very finest in hotel accommodations. There's sport fishing... tennis... swimming... sailing. Home of famed Pacific Ocean Park... close by desert and ski resorts... Disneyland... Marineland... Catalina Island... miles of clean beaches and scenic drives. Smog-free ocean-fresh air all year long.

For information write: **CONVENTION BUREAU,**
Chamber of Commerce, 109 Santa Monica Boulevard, Santa Monica, California

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A DIVISION OF CANADA STEAMSHIP LINES



In addition to cocktails, the ship's salon or lounge will feature only a buffet and snacks, because the Palmer House catering department made a tremendous investment in outdoor restaurants and "we don't want to compete."

At show time, two companies of players had dropped out because of "transportation difficulties" — Free China and the Maoris of New Zealand. Four new acts were added, however: Bashkar & Co., Dances of India; Tania Karina and Oleg Sabline of the Ballet Jeunesse de Francais; Sons of Morocco acrobatic troupe; Dior Sisters from Paris, and Johnny (Pineapple) Kaonohi of Hawaii.

Seven large acts are performing on "Holiday Island" (the barge), seven smaller acts in International Theater; Tommy Bartlett's Water Thrill Show and the Acapulco Divers in the lake; free boat rides out on the lake; 50 hours of travelogues from all over the world, held in the auditorium.

Shows on Holiday Island last 50 minutes; International Theater, 40 minutes; Water Thrill Show, 20 minutes, and each movie, 20 minutes

average.

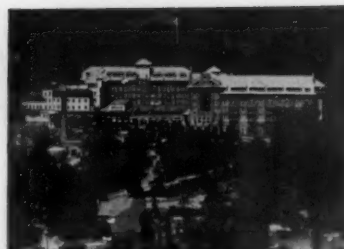
Scattered throughout the trade fair's run will be "spot" entertainment "guaranteed to delight young and old." There'll be Japanese fireworks, Second Division Marine Band (75 men) from Camp Le Jeune, N. C., and a 30-man precision drill team; yacht parades past the pier; public visiting of naval vessels; Atlantic Fleet bands playing; Army choral groups singing; SAC "Thunderbirds" in an aerial show; British Queen's visit (July 6); Japanese-American judo matches; choosing of International Beauty Queen; sail boat races; "Miss Chicago" tryouts; fireworks, fireworks and more fireworks, courtesy of Japan.

Far-flung travel agents have reported many customers have planned their itineraries to include Chicago during this period, and motor clubs say that hundreds of tourists on wheels have asked for routings through Chicago for a stopover at the fair. All indications point to the certainty that Dick Revnes and his colleagues need not hide true figures of attendance in 1959. Entertainment is the pulling factor. ♦



hjb 254

"Fenwick, look, a triple A lizard skin!"



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FOUR CORY CORP. territory managers were named Presidential Award Speakers at annual sales meeting. J. W. Alsdorf, president, (center) awards them a Steuben glass owl with an inscribed walnut base.



Outside Better Than Inside Speaker?

"No," says Cory Corp. It has dropped outside experts in favor of speeches from its own sales force stars. Its new approach has opened up a whole new award plan and meeting procedure.

By NORMAN H. SCHLEGEL
Vice-President, Marketing, Cory Corporation

WHEN Felix ("Doc") Blanchard and Glenn Davis were demolishing opposition football teams for Army, a sportswriter dubbed them "Mr. Inside" and "Mr. Outside"; and for years the debate raged as to which was the more effective.

Here at Cory Corp., a similar debate has just been settled insofar as it applies to the selection of speakers at the company's annual sales meetings. "Mr. Inside" definitely receives the nod.

Like a good many other corporations, Cory used to invite guest speakers from other marketing and sales fields to deliver a "pep" talk to territory and division managers at their annual conclave. These speeches generally were given near the end of the session and were designed to wind up the meeting on a high note of enthusiasm and esprit de corps. Effectiveness of "Mr. Outside" — an experienced public speaker — had long been taken for granted; it was "accepted procedure."

Last year we took our first critical look at this practice. The 1957-58 recession had resulted not only in increased competition but in widespread discount selling in the appliance field — with adverse effect on our sales force. A suspicion rose and grew that the usual inspirational speech, from someone unfamiliar with problems of the company and its personnel, might be greeted with resentment and/or indifference.

We felt that if anyone understood the problems of our sales personnel it was salesmen themselves. And a sure way to make any salesman sit up and pay attention is to let him listen to one of his colleagues whose own sales record has improved despite a general decline in company sales.

Accordingly, it was decided to select four men from the Cory, Nicro and Fresh'd Aire divisions, whose sales had shown a marked increase over the previous year, and to have them discuss their techniques and experiences with the rest of the group. A committee appointed by Cory President, J. W. Alsdorf, began combing records of our 50 territory and division sales managers to find qualified people. At the suggestion of Mr. Alsdorf, we began to consider ideas for a special President's Award, to be presented to each of the chosen four, and decided finally upon a sculptured glass owl — dubbed Cory's "wise old owl" — made by Steuben Glass Company.

Speakers chosen by President's Award Committee were: Bill Rudich, commercial products, Los Angeles; Wallace Murray, consumer products, Philadelphia; Joe Ferree, commercial and consumer products, Atlanta; Frank Pollitt, commercial and consumer products, Minneapolis.

The meeting in Chicago last November was a four-day affair. The company paid all transportation and accommodation expenses. Each day, the entire group came together for lunch and it was at this time that one of the "Presidential Award Speakers" made his address to the others.

None of the four was out to harangue his audience with bombastic

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WHEN YOUR MEETING IS AT THE

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This world-famous resort offers every facility to get more work done . . . while you have more fun

● **Unequalled Convenience Under One Roof.** This complete year-round resort has *every* facility right on premises. Your men (and their wives, too) are happy to stay right on the spot, available for meetings. Yet the Concord is just 90 minutes from New York City over new super highways. Airport nearby. Scheduled bus and limousine service too.

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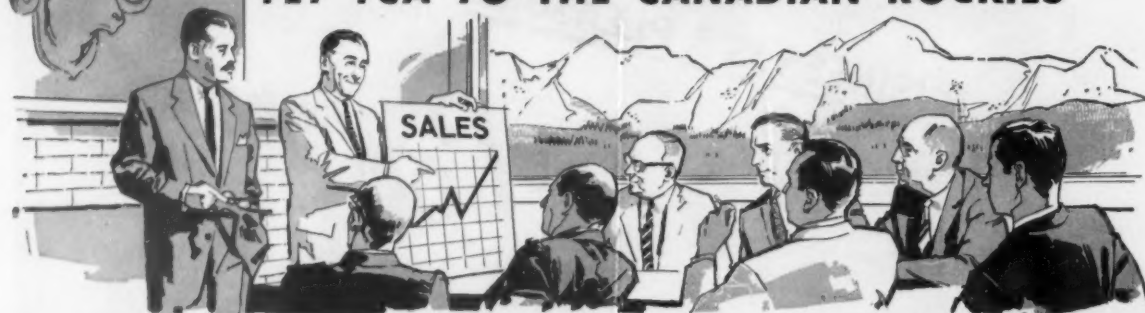
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- Complete inventory of equipment

FREE 21" TV AND RADIO IN EVERY ROOM
300 FT. OF PRITATE WHITE SANDY BEACH
2 POOLS • 100% AIR CONDITIONED

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oratory. These men had faced and overcome obstacles identical with those facing the others, and they limited themselves completely to a down-to-earth exposition of the attitudes and methods by which they had succeeded. Talks, consequently, were an instant hit with the rest of the group. The men listened intently to each speaker, and discussion sessions that followed were of the liveliest sort.

► One veteran territory manager summed up his reaction to the luncheon talks as follows: "They were the most valuable part of this or any

other sales meeting that I've ever attended. I thought if those fellows could make that kind of record, I knew I could — and went out to try."

Other reactions were equally enthusiastic, but long-range results, which are only now becoming evident, are even more gratifying. Up-surge in morale of our sales force (not to mention increase in sales) has been the subject of comment by everyone in management.

Needless to say, the President's Award Committee is now a permanent body at Cory; and next year's "Mr. Inside" is the current target of every Cory salesman. ♦

Church Joins Mobile Exhibit Trend



PRESIDING Bishop of Episcopal Church, Rt. Rev. Arthur Lichtenberger, and Rev. Thomas McElligott, Canon Missionary, District of North Dakota, congratulate each other at dedication of mobile exhibit—a renovated city bus.

EVEN THE EPISCOPAL CHURCH has turned to exhibits! It's launched one on wheels. Purpose is to communicate something of the church's meaning and work to Americans.

Exhibit is housed in a completely renovated city bus. It's known as the Episcopal Motorama.

Itinerary began in North Dakota. Occasion for the launching was the 100th anniversary of the Episcopal Church in the area.

Single panel of the exhibit is devoted to the history and present work of the church in North Dakota. Remainder of the exhibit focuses on history, meaning and nature of the church in the U. S. and overseas.

Mobile exhibit is driven by teams of clergymen. They answer questions and distribute literature on all panels. Exhibit will stop at all county seats in the state — in all areas where Episcopal Church is known and in places where it's unknown. Itinerary also includes county fairs and other public events.

Episcopal Motorama will tour North Dakota until October when it will go into another state. Panel pertaining to the church in North Dakota will be switched with one that pertains to the new area.

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**101 Years
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Experience**



...and a Lot of Imagination

HCA's long experience can make your meeting a wonderful experience. Not only with perfectly suited accommodations and expert service, but with the "little things," that often make a big difference.

And here's where imagination comes in — for HCA hotels don't serve groups — they serve *individuals* in the group. That means your *particular* needs get experienced attention — but never a standardized routine. For reservations at any of the HCA hotels listed below contact your nearest HCA hotel. Look into HCA and you'll book into HCA!

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**HOTEL CORPORATION
OF AMERICA**

A. M. SONNABEND, President



EXECUTIVE FILLS out show card to get follow-up information on new equipment.

New Follow-Up for Shows

Publisher creates "magazine" with tear-out reply cards. Each card pictures a new product from a trade show and is addressed to product's manufacturer. Catalogue of show's new products seems to work; response said to be good. Idea to expand.

HERE'S SOMETHING NEW in show follow-up. It does these things:

1. Reminds show visitors of new products they have seen.
2. Introduces new products to people who didn't get to the show.
3. Offers immediate means for prospect to request more facts.
4. Gives exhibitor a check on effectiveness of his exhibit.

Boston trade publisher, Cahners Publishing Co., has developed and tested the idea to add sales pull to exhibits. It puts a new type direct-mail inquiry card in hands of prospects after a show. Idea goes under copyrighted name of Show Card.

Show Cards are tear-out business

reply cards, four to a page, bound in a magazine-type cover. Each card is addressed to a manufacturer and imprinted with his local post office indicia.

Flip side of card contains a small illustration of exhibitor's new product, product blurb, and space for prospect to fill in his name and address to get more information on the product.

Publishing firm will take ads — one to a card — only for the newest equipment and most interesting developments for a show. Idea is to make Show Card a catalog of "best in show."

► Chief advantage to show visitor is ease of requesting follow-up information on products in which he's interested. For the exhibitor, it puts a

repeat-exposure device into the hands of show visitor he wants most to contact.

Cahner's system relies on the controlled circulation of the firm's magazines. Company publishes *Metalworking* and *Modern Materials Handling*. Both are circulated to buyers and specifiers of equipment in their respective fields.

Idea was originated at 7th American Welding Show in Chicago last April. Show Card issue of four insert pages with 14 ad cards and two house ads went to *Metalworking's* circulation list. Insertions for the special Show Card issue closed the day the show opened. Within two weeks the special issue was in the hands of *Metalworking's* 31,000 readers.

Response from both magazine readers — who were also the exhibit goers — and exhibitors prompted Cahners to try it again at Material Handling Institute's Exposition of 1959 in June. It was successful.

► Cahners figures the idea will take hold with showgoers for three reasons:

Prospective buyers and specifiers at a show can't always take time to inspect all the exhibits and make notes about everything that's new or interesting. Show Cards will remind them after they get back to the comparative calm of their own offices.

Prospects who don't make it to a show like to have a compact buyers' guide. It also gives them quick access to more information.

Executives who send assistants appreciate a catalog-reminder for their own personal use. It keeps them abreast of equipment changes. Show Card gives them the chance to follow up interesting developments themselves.

At the same time, exhibitors get a direct-mail tie-in sent to the prospect's office. Mail response from the two issues of Show Card thus far indicates that people who send in inquiries are "hot prospects" far more often than casual information-seekers.

Cost for *Metalworking's* 31,000 circulation to tie in with the 7th AWS was \$295. For the Material Handling Institute's show, *Modern Materials Handling* sent the "best in show" to its 42,000 subscribers for \$385. In either case, insertion cost came to under a penny per exposure.

Unlike standard "bingo card" inquiry systems, Show Card goes directly from magazine reader to manufacturer. This speeds up processing inquiries by several days. It cuts the chances of misdirected inquiries and puts the prospect in direct contact with the seller. ♦

"I KNOW IT'S A LITTLE LATE...BUT"



This happens more often than you think

An exhibitor that waits until the last minute to call in his display builder, is *short changing* himself.

Given the time, the display builder can provide dozens of exhibit services over and above the designing and building of the exhibit itself—and also avoid unnecessary and excessive overtime charges.

GRS&W, for example, can help you plan and integrate the exhibit into your total advertising program—furnish you with factual reports on show audience—develop the exhibit with appeal to this audience... and

provide many other services which contribute greatly to the overall effectiveness of your exhibit program.

We urge you to take advantage of these extra services. Plan your next exhibit early—preferably on the same day you sign up for the space.

... and be sure to include GRS&W in your plans.

Our complete exhibit facilities and fresh creative approach to your exhibit problem will pay off with greater returns on your exhibit dollar.

DID YOU KNOW—that GRS&W can also provide expert assistance in planning and designing Sales Meeting Properties, Show Rooms and Interiors, Training Aids, Traveling Shows, Dioramas, Merchandisers and Special Presentations.

GRS & W **exhibits and displays**

GARDNER, ROBINSON, STIERHEIM & WEIS, INC. • 5875 Centre Avenue, Pittsburgh 6, Pennsylvania

Philco Goes South Of the Border

Nowhere near size of its 1953 extravaganza in Atlantic City, Philco's sales meeting in Acapulco is staged for 1,200 dealers and distributors. Dealers earned five-day trip by buying TV sets.



V-P HENRY BOWES unveils battery-operated TV.

IT WASN'T Philco Corporation's biggest meeting, but certainly one of its best. Recent dealer-distributor conclave in Acapulco, Mexico, topped previous efforts in many departments.

After its 1953 meeting in Atlantic City, Philco had to go a long way to top itself. Back then it staged the biggest sales meeting in the world—8,000 dealers and distributors—at a cost of \$2 million.

At Acapulco, Philco wine, dined, entertained, promoted and sold its new line of TV and hi-fi sets to 1,200 dealers and distributors.

To get south of the border, Philco dealers had to buy 30 TV sets during

a three-month period. Before they left, they received Mexican shirts and leather wallets with airline tickets. About 600 dealers and distributor personnel flew on air charters that left Chicago, Cleveland, New York, Baltimore, Atlanta, Kansas City and Los Angeles. Others traveled on scheduled flights.

Distributor salesmen qualified for the trip by signing a quota of their dealers for the trip. Distributors shared cost of trip for their personnel and dealers with Philco.

Philco took over 12 hotels, theater, bullfight ring, jai-alai court and bus line for its five days of meeting activi-

ties. Language, while a problem in early stages of planning, dwindled to nothing compared to two other emergencies.

Cine Rio, air-conditioned theater, was leased for product-preview show. However, between the time Philco leased the theater and its meeting, the theater was sold. When Philco people arrived on the scene for rehearsals, the new owner knew nothing of the Philco lease. "What are you doing in my theater?" he challenged.

Problem two: Proprietor of the local bullring, hired for a special Philco bullfight, went bankrupt before the "big day." An entire troupe of



PONCHO really knows how to sell TV sets—even in Acapulco which has no TV. Customers? His "family" who entertain.

matadors, picadors and bulls had to be flown into Acapulco. It all turned out for the best, according to the people who know bulls. Acapulco had its biggest and wildest bulls ever, thanks to Philco.

Originally, Philco planned to take over the entire bullfight arena and allow Mexicans to see the show free along with Philco dealers. However, the bullring impresario counselled against free admission. It would attract a rough element from the streets. So Mexicans paid to see the bullfights, and were happy, too, because it was a great show by Mexican bullring standards.

Distributors arrived in Acapulco on May 28. Next day, Friday, they attended a four-hour meeting. They heard speeches from Philco executives, saw color slides of new products and saw a limited number of new TV receivers. Little dramatics were introduced at this point.

However, Sunday saw an entirely different kind of session. This one was for dealers as well as distributor personnel. Most dealers arrived the day before this big presentation.

Dramaturgy, Inc., Cleveland, produced and directed the session in Rio Theater. Three weeks before the meeting, W. J. Smith, Dramaturgy v-p, auditioned Mexican musicians and entertainers for the Philco show. They required just one day of rehearsals to fit into the story line.

Story line for the dealer presentation was simple: Pedro, only TV dealer in Acapulco, explained how he sold receivers with great success—although Acapulco doesn't even have a TV station he later revealed. Pedro, played by Herb Kanzell, Dramaturgy writer and director as well as performer, owed his selling success to a large family. His "family," the 48 hired Mexican entertainers came on stage and performed. Then, from his pushcart, Pedro sold individual TV sets to members of his family.

In selling each item in the line to a "relative," Pedro told of all the product features and special values. Although it came across with a strong Spanish accent, dealers received a painless exposure to the quality story that they would have to tell their customers.

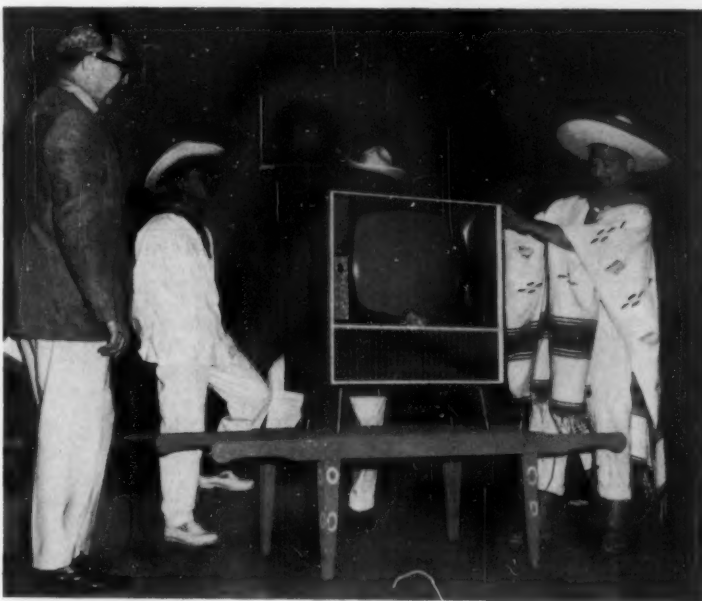
Talented Kanzell, who knows few words in Spanish, sounded as Mexican as the Mexicans to his audience. He not only wrote the script, directed the cast and had starring role, he created lyrics, too.

Prices on products were revealed by a "voice over." Voice belonged to a Dramaturgy man with a condescending British accent.

Philco was fortunate that a good



MISS AMERICA poses with each dealer. Photo is sent to hometown paper.



PONCHO, right, is actor, writer and director of Philco's stage presentation.

movie studio exists in Mexico City. All theatrical equipment, carpenters and electricians were available to import into Acapulco for product presentation. According to Smith, of Dramaturgy, labor was excellent for staging in theater and installation of displays.

Exhibits were installed at the Fronton, jai-alai court, about two miles from Cine Rio. Jai-alai matches were open for Philco dealers in the evening. Area in front of pari-mutuel windows had product exhibits. For exhibits, Dramaturgy collected Mexican decorations from all over the

country and constructed exhibits right on the spot.

To demonstrate television receivers, Philco had to set up a closed-circuit system. No TV is available in Acapulco.

Activities for leisure hours were plentiful for dealers. First night they enjoyed water ski performances as well as 80 Mexican dancers in native costume. For a fireworks demonstration, three Mexican families who specialize in this sort of thing spent three months in advance to create the pyrotechnic display.

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IDEAL LOCATION: 3000 acres in colorful Allegheny mountains, convenient to train, plane, bus or car to Bedford exit, Pennsylvania Turnpike.

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HENRY G. PHILLIPS
National Sales Manager

the **Saxony**

ON THE OCEAN at 32nd St. MIAMI BEACH

and jai-alai court are spread out over a great distance, Philco chartered a bus line to transport dealers on a regular schedule.

Dealers could go fishing for marlin and sailfish by simply telephoning for reservations. Boats were chartered by Philco.

While each dealer had been sent the Mexican shirt—more jacket than shirt—most did not wear them. They wanted to save them, it seems, as souvenirs. Philco personnel had a "uniform of the day"—blue shirt and grey slacks.

Public Relations Dept. of Philco was hard at work in Acapulco. Photos were taken of dealers, posed with Miss America of 1959 (Mary Ann Mobley) to send back to hometown newspapers. Miss America spent just a few hours for picture taking and had to rush on to fill other engagements. Unlike years past, Miss America had no part in this Philco meeting, other than picture posing chores.

Air-mail envelopes with hometown newspaper addresses were prepared in advance. As each dealer stepped up to have his photo taken, a number was set on a small child's blackboard that contained a row of beads. By moving beads, the photographer could number his pictures (beads showed faintly

on the negative). As photos came out of the drying machine (only one in Acapulco) they were slipped into envelopes and mailed. An assembly line of sorts was set up to process photos quickly. Editor of Acapulco News was hired to aid this operation (particularly with language problems with hired personnel).

News releases to accompany photos were prepared in advance. A name sticker of each dealer was pasted on a release. Stickers also were prepared in advance to speed the mailing operation.

To keep everyone on schedule during weeks of planning and arranging for the meeting, Philco produced a printed calendar check list. This 14-inch by 18-inch sheet listed every plan, activity and responsibility by date. Columns supplied this information: basic event—shipping and personnel schedules; work schedule—presentations, theater, bullring; work schedule—display area, jai-alai court; notes; tie-in schedules. Calendar covered more than a month's activities. In addition to Philco personnel, printed schedules went to suppliers, ad agency and consultants.

Travel arrangements and entertainment in Acapulco were arranged by E. F. MacDonald Co. ♦



*Villa
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Groups of 20 to 300 invited. Meeting rooms, soundproofed, air-conditioned with complete sound, stage, visual equipment.

Hundred room, two story elevator building, all air-conditioned, heated. All rooms have TV, radio. Deluxe studio kitchenettes, doors adjoin for rooms en-suite. Overlooks spacious lawns and pool.

Ideally located on ten acres between Edens Highway (Rt. 41) and Skokie Highway (Rt. 50) 20 minutes to O'Hara International Airport, and Chicago loop via super highways.

Famous Villa Moderne Restaurant and Lounges. Exceptional cuisine and service.

50 bowling alleys. Indoor swimming pool—also outdoor pool with spacious, secluded patio. Olympic size outdoor artificial ice skating rink. Minutes to five golf courses. Summer Theatre—nightly, popular plays, professional cast, stars. Children's playground. Lawn games. Extensive parking for 500 cars.

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meeting capacity 500.

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FIVE DISTINCTIVE . . .
PUBLIC DINING ROOMS.

100% AIR-CONDITIONED . . .
Less than 999 luxurious Guest
Rooms . . . 150 combinations of
expandable suites, two to five
rooms . . . special motor entrance
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Trade Mission for Uncle Sam

By EUGENE C. HOSMER, JR.
Convention Manager, Philadelphia Convention Bureau

IT WAS IN EARLY MARCH when it first started. I was in my office and about the middle of the afternoon a call came through from Washington from a man I had never heard of and from an organization that I had never heard of. It was Paul Hawk, executive director, Foreign Trade Mission Program, United States Department of Commerce.

Hawk's conversation started off something like this. "Would you be interested in going to Morocco?" Well, since I had never met the gentleman or heard of the Foreign Trade Mission Program and very little of Morocco, for that matter, I didn't know exactly what to say. However, Hawk quickly went on to say that the Foreign Trade Mission Program was interested in scheduling a four-man team of businessmen to Morocco for the purposes of developing trade and commerce between that country and the United States. He explained that my name had been recommended as a man who possibly could help to develop tourism and perhaps convention business between the two countries. He asked me to at least come to Washington and talk it over.

One week later, after I made some arrangements to leave my office, I proceeded to Room 1860 of the United States Department of Commerce Building in Washington and spent the next five days there in briefing sessions from early morning until early evening. In the meantime, I found out that the Foreign Trade Mission Program, coming under the Department of Commerce, was actually set up by President Eisenhower in 1954, and that to date 62 missions had been sent out to different countries to establish trade and commerce between those countries and the United States.

Now it seems that since Morocco had won its independence, and because interests of that country were important to our interests, as much as possible has to be done to maintain not only good trade relations but good public relations between the two countries.

I also learned that the Trade Mission Program to Morocco, as in other countries, had been and was tied in with the Foreign Trade Fair Department. United States attaches a great deal of importance to American exhibits at trade fairs throughout the world.

Trade Mission Department itself is quite an operation. It must have 40 or 50 people who are permanently engaged to train and send business-

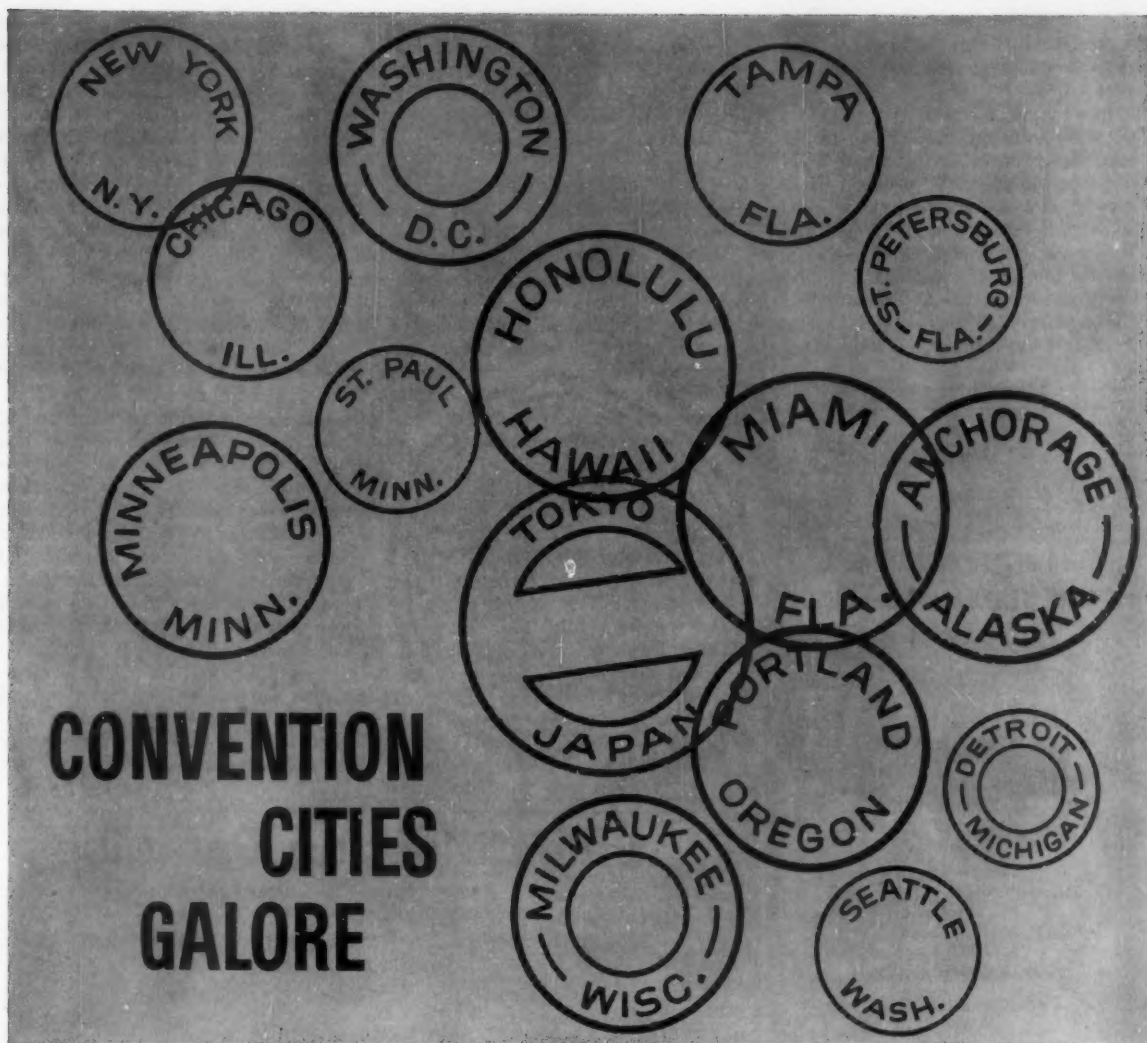
men to all parts of the world. It schools them in techniques to deal with different peoples abroad; trains them in United States policy towards those countries; and gives them a briefing on every aspect of business and commercial life abroad.

It was quite an experience. Lectures, charts, the whole business, was crammed into five days. It is safe to say that when I left, I knew more about Morocco than any other American businessman outside of those who are doing business there day by day.

Of course, all through this briefing session I was still curious as to how I was selected. As near as I could figure out, my name had been recommended by several people both in



EUGENE C. HOSMER, JR., convention manager, Philadelphia Convention Bureau, (third from left) gets ready to board plane at Casablanca for the trip home.



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Philadelphia and Washington; and quite frankly I was flattered to think that they had invited me to participate.

Even while I was in Washington I got calls from my wife saying that a man had been around and was making inquiries about my personal background, my business life, etc. It was some time later that I learned the FBI made a thorough check not only on me but on my wife, my family, even on my parents and friends and the people with whom I associate. Friends kept calling me and asking

me if I was in trouble. Business associates came around and said that people were making inquiries. It was a little surprising to learn to what extent a security check is made before anyone is sent abroad by the government.

The briefing finally came to an end late Friday night after having spent nearly all Friday afternoon with Department of State officials where we listened to a man who had been flown in from Morocco to give us the latest story on the political nuances of the country at the moment. Other men who had been schooled in the culture and history of Morocco came in to describe further details of the country. We were given elaborate backgrounds on the people who ran the government at the present time. What the situation was politically with King Mohammed V, with the Prime Minister. And also the trouble that laid nearby in Algiers. Through it all, however — and I think this is important — we were told and constantly reminded that we went over as businessmen and not as agents of the United States Government. This was important for actually we went over with the privilege of speaking our own minds openly, freely, strictly as

businessmen and in no other capacity.

During the week we were briefed on various phases of exports and imports. Another team of men came in to describe the investment climate of Morocco. We sat down for hours with men who were experts on various phases of business and commercial life in Morocco such as phosphate mining, canneries, fish packing, wine producing.

My reason for going was to attempt to promote tourism between the two countries as I mentioned before. Since little — in fact practically nothing — had been done so far in this respect, there was not much information that could be passed on to me. As we all knew the French had been in Morocco since 1912 and now that they were out they had taken their professional tourism men with them. Moroccan people were left to devise ways and means to attract not only the American tourist but European, Scandinavian and many others who actually are excellent prospects as visitors to Morocco.

I was supplied with detailed information on hotels, transportation and other factors involved in tourism attractions. But aside from that, it was my responsibility once I got to Mo-

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rocco to outline what I thought would be a good workable tourism program.

It was interesting to see how the Trade Mission Program worked. When I finally arrived in Casablanca on April 11, it became apparent that the four-man team was not there only to help Morocco develop new trade and business and to raise itself from an undeveloped country into a reasonably prosperous land where its 10,000,000 people could enjoy a fairly respectable life. It became apparent that the United States really had a definite stake in the affairs and future of this land. During my nearly two months stay there I had a chance to see the three air bases and the naval base there whose locations are important to the safety and security of U.S.A. To maintain these bases, it is necessary for us to maintain good relations with the Moroccan government. While no one said it, it was obvious that our being there could help to promote a good relationship between the two countries so that nothing would interfere with the maintenance of those bases for at least the next 18 months. So actually, you see, we represented not only American business but also America itself. And I am sure as I look back on it

now we were successful in this respect.

We were well received. The Moroccan government is a new one although the country itself is one of the oldest in the world. Young men 26 to 35 run the government. Prime Minister is only 41 years old. Cabinet members are chiefly between 27 and 32 years old. Man who is comparable to our Secretary of Commerce is Omar El Manjara, age 30. A new position in the Cabinet has been formed to handle tourism. Omar Kadi-ri recently has been placed in charge of that office and he has had no experience in this field whatsoever. He is 29.

So, you see, we were over there to meet with these people; to compare information, experiences; and help them set up offices and technical programs which could help their country and in turn help ours.

I mentioned before, the Foreign Trade Mission Program is tied in with the Trade Fair Program in which our country is extremely interested. The 14th annual Casablanca Trade Fair was held in Morocco, April 28-May 1. In the beginning, it was thought that perhaps we would actually staff the American exhibit there.

However, it ended up that we served as a sort of co-host with the American ambassador on opening day only, and from there on we didn't have any connection with the trade fair itself. As a matter of fact, I believe Congress at the moment is about ready to appropriate money for a separate Trade Mission Program completely independent of the Trade Fair Division.

Expenses for the trip to Morocco were handled in a typical government per diem basis. Of course, all our expenses were paid and in the case

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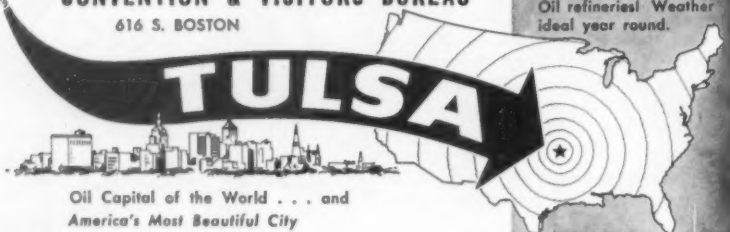
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Raphael Durand, executive director, Puerto Rico Economic Development Administration. He explains how "Operation Boot Strap" raised Puerto Rico's economy to its present standard.

H. Herbert Hughes, deputy administrator, Business and Defense Services Administration, Department of Commerce. He was mission leader and only one of the four who represented U. S. Government.

of Morocco, we were allowed \$14 per day. We were given transportation authorization forms which permitted us to sign any necessary transportation vouchers and I know my round trip to Morocco and back ran something like \$1,029 first class by jet. With luncheons, dinners, receptions and parties, etc., we were able to just about break even on our per diem of \$14 a day.

Good hotels at the right price were available at all times, strange as it seems, so that helped to keep our expenses in line.

Trip itself was a fascinating one. From Saturday, April 11, to Sunday morning, May 23, I should tell you, we had exactly one day and a half off during the entire trip. I personally traveled 4,000 miles by automobile covering North and South Morocco, Sahara Desert, High Atlas Mountains and Rif mountain range. In Casablanca, Tangiers, Ouarzate, Tinghiv, and Marrachech I talked with key government officials. I talked with tourism men in 42 cities. I conferred with hotel men, travel agency people and airline and bus company officials. I went out of my way to talk to tourists from all countries who were visiting Morocco, and even though there weren't a great many at the time I did manage to get good cross-section thinking of future prospects of Morocco as a tourist attraction.

To do this it meant my getting up

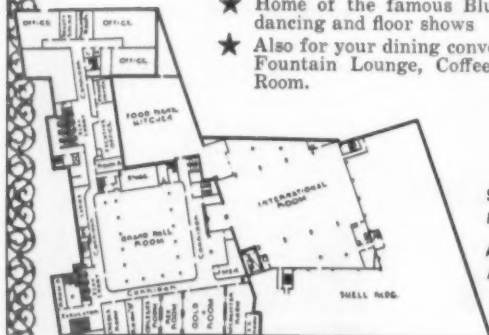
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early in the morning, having breakfast meetings around 7:15-7:30. It meant conducting meetings beginning at 8:30-9:00 and running right on till noon at which time we would have another luncheon meeting with government officials or people interested in what we had to say. Because it is the custom to enjoy a lengthy noon hour recess, we couldn't contact any additional people nor would they contact us until about 3 o'clock in the afternoon. However, again, the cycle began with meetings, conferences until about 6:30 and even 7:30 at night. Then from 8 p.m. on we would again meet with some people generally for dinner or at a reception. Same conversation and same comparing of notes and exchange of information would continue until 10:30 or 11 p.m. This went on day after day, night after night. As a result of this heavy schedule, all of the men lost between eight and 12 pounds while they were there. This had nothing to do with the food, I might add, because we were certainly well taken care of in that respect. We were guests at so many affairs that no one would ever have a chance to say that he was not properly fed.

► It was a grueling schedule compounded by the fact that we had to cover an awful lot of territory in a short space of time. With the exception of one trip between Tangier and Casablanca by plane, all our transportation was covered by private automobile. We had two of them and two chauffeurs. Incidentally, in between meetings and conferences we had to submit periodic reports to the Trade Mission Department in Washington. One thing should be made clear. This was no junket.

As a matter of fact the heavy schedule, language barrier, and general problems that one faces in dealing with a country whose entire policy is based on government decision only, made us wonder to ourselves several times why we were giving up our own time to come to a foreign country to do this kind of job. We were receiving no pay for it, and in my case, I had already agreed to forfeit my vacation this year to devote the time to this work. I am still not regretful for having done it, but it is a most demanding activity — one which requires a great deal of hard work, stamina and understanding.

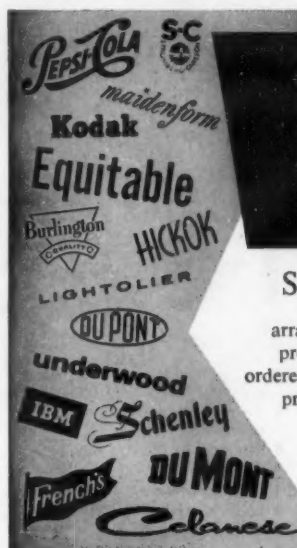
► And speaking of understanding, I might say that a man's family has to be pretty considerate of this sort of thing, too. With a wife and two young boys at home, I had been re-



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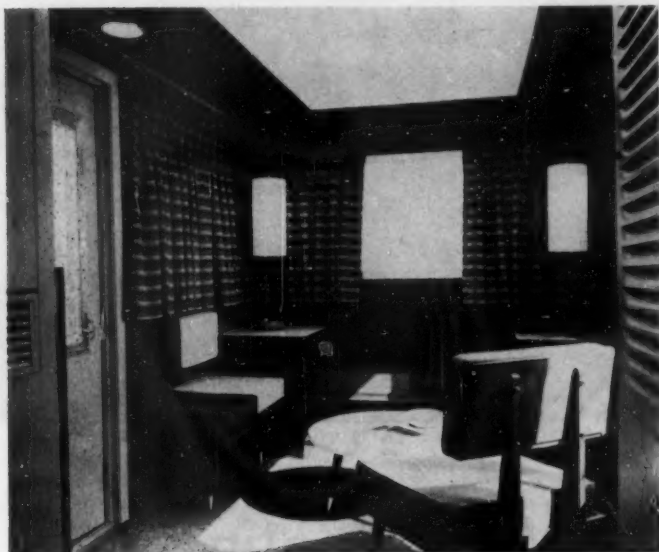
luctant at first to leave. Very fact that my day-by-day work is one that requires a great deal of travel and irregular hours at home made it even more difficult. But I do want to say, with an understanding wife, it was made a lot easier.

The mission, I believe, was a successful one. I know when I left that the people there were most appreciative for what we had done and what we were trying to do. Letters that I have received since I have returned indicate again and again the interest of these people to follow up on the

best technical methods and approaches that can be made to help their government enjoy a high standard of economic development.

I will tell you one more thing. If you get a call some day from Washington asking if you would be interested in going to Morocco or to Turkey or Greece or Sweden, you will know what to expect. If you decide to go, it will be quite a chore. But it will give you a feeling that you have done something really satisfying. If you should get a call, take advantage of it. You won't be disappointed. ♦

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National Sales Office, 37 So. Wabash Ave., Chicago, Ill.

PITCH-PAK, a series of nested boxes is demonstrated by Frank Wagner, Close and Patenaude's creative director. Each side of box carries a message.



David Flood, director of films, arranges props on miniature stage for filming. New technique is called Magniscene. Before Magniscene, scenes were filmed from a flat piece of art.



Kit Makes Scott's Men Meeting Pros

When distributor salesmen asked for more sales training and product data, Scott Paper went to work. Now its salesmen put on meetings with help of complete guide and kit of materials.

IT'S NO EASY TASK for 60 salesmen to stage identical sales meetings for distributors. Scott Paper Co., Chester, Pa., gets them to do it with

kits — one for each man. Kits contain filmstrips, props and visual aids. Meeting guide explains in detail how to use all the material.

Whole idea came about when Scott conducted an opinion survey among its distributors' salesmen last year. (Scott calls them merchants.) Survey showed that they wanted more and better sales training and product information. Company didn't intend to let that go by the boards.

Scott officials asked Close and Patenaude, sales promotion agency, to create and produce a sales training program for them.

Only one problem cropped up.



**Accomplish More...Enjoy More—at the
New, Convention-Perfect Diplomat!**

A COMPLETE CONVENTION WORLD-IN-ITSELF...on its own 400-acre estate bordered by the blue Atlantic...the magnificent new Diplomat Hotel and Country Club offers every business and pleasure facility imaginable for meetings of from 10 to 1,000.

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HOTEL AND COUNTRY CLUB

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- Cloud Cafe
- Chez When Bar & Lounge
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Scott's 7,000 distributor salesmen, scattered across the country, couldn't possibly get together in one location for the program. Scott salesmen would have to stage meetings in their districts. Because Scott wanted programs to be alike, agency came up with the kit idea. If it was put together properly, salesmen could cover the same material in the same manner.

Scott salesmen got in touch with the distributor in each district to see if he wanted the program for his salesmen. About 60 agreed.

► Three meeting guides were prepared for Scott's men to permit greater flexibility. One contains material for six short meetings, one for three longer ones, and one for one three-hour meeting. Distributor can have his choice.

Guides include live scripts, cues for use of visuals, check lists, diagrams for setting up the stage and even a list of retail outfits that carry the recommended film projector. Scott salesmen can't go wrong. Whole program is spelled out for him. All he has to do is follow the guide.

Program revolves around a color, sound filmstrip, "200 on Alfred." Part of it is shown at each meeting. Story goes like this: Two sales managers are sitting in an ice-cream parlor arguing whether men are born or made salesmen. Each takes the opposite viewpoint. Finally one bets \$200 that the other can't make a good salesman out of the next person who walks in the door.

Both cringe when they see who it is. Of course, it's Alfred, an inexperienced boy from the country. He knows nothing about salesmanship. He's sloppy and unkempt. Sales manager who has to train him begins to wonder if it was a mistake to bet "200 on Alfred." Remainder of the film is about Alfred's training period.

Film is actually a non-commercial pitch designed to review basic selling techniques that apply to any product line. Scott name is mentioned only at beginning and end. Film will be available to other companies in the fall, reveals Close and Patenaude.

Agency used its new technique, Magniscene, to produce the film for Scott. Technique offers more realistic stage settings, depth and a three-dimensional effect—all for a lower price.

Before Magniscene, each scene was filmed from a flat drawing or photograph. Once scene was filmed, artwork was thrown away. It couldn't be used again. Now, Close and Patenaude save a portion of this art. Instead of filming each scene from a

drawing or photograph, agency uses four- to six-inch cardboard pieces for each character and prop. Many of the pieces can be re-used in different scenes in the same film and many can be saved for use in future films.

Pieces are arranged on a miniature tin stage for filming. Magnet is attached to the back of each piece. Magnet attracts the tin so pieces remain upright. Photography director, art director and over-all director are always on hand to make sure everything is set up properly for filming.

So far agency has produced 15 films using this technique. It now has a 2,000-piece library of cardboard props and characters for use in future films. Each character comes in a variety of poses—full face, profile, sitting down, standing up, etc. And props are made up in every possible angle, too.

Saving on artwork alone is enough to warrant the technique. Agency can now produce six films for the price of four produced by ordinary methods. It hopes to bring cost down even further in the future.

But there are other advantages besides cost. Since scenes aren't produced from flat artwork, depth is obtained. Agency uses a bright spotlight when filming so pieces cast shadows. Shadows give them a three-dimensional effect. Magniscene also permits real props, such as textile swatches or small items.

► In addition to the film, large portion of the remainder of the Scott program is built around a completely new visual aid. Designed specially for Scott, it's called Pitch-Pak. Pitch-Pak is a series of nested boxes about 15 sq. inches in size. Each side of each box carries a message—word, slogan or drawing.

Scott salesman uses boxes to emphasize key points in his presentation. Meeting guide gives him complete diagrams on how to stack boxes for best effect in relation to script. Boxes serve same purpose as a flip chart.

Cue numbers or words are printed at the top of each box. Thus representative can tell which box panel is seen by the audience. He doesn't have to interrupt his talk to look down. Fingerholes cut in the top of boxes permit easy handling and placing.

Pitch-Pak was so enthusiastically received by Scott, Close and Patenaude will make it available to other organizations. It can help tell any story. Boxes can be stacked during a presentation to emphasize important points as they come up. They can be re-stacked at the end to emphasize key points in the whole presentation. Or



Everything is
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In the summer of '60 Detroit's new Cobo Hall will make its bow as an impressive showcase for companies such as yours. A year later the magnificent Convention Arena will begin hosting your festivities. New hotels and motels are already reflecting the luster of Detroit's newness.

But the newness of Detroit is more than skin deep now that we offer our newest service... a service that consists of newness itself. When your company goes on display it can *perform in style* by having all *new* booths and accessories. Our complete new inventory of draperies, carpeting and furnishings will give your display the setting it deserves.

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Call ATwater 5-2121



Florida's Foremost
Four Season Resort

they can be used for display and stacked before the presentation begins.

And they can be stacked in a variety of ways. They can be stretched out end to end. They can be placed one on top of another with the big box at the bottom and the small box at the top. They can be stacked pyramid style.

Boxes are available in two sizes. Scott size, 15x15x15, is effective for large groups. Inside boxes diminish a half inch per box. (Agency has found that a smaller size, 7x7x7, is especially popular for desk top presentations and small group meetings.)

Scot paid about \$3,300 for 70 sets of boxes. (Costs vary depending on number of sets wanted and amount of creative work necessary.) Scott's boxes were mostly line artwork.

Close and Patenaude made up many other visuals for the 92-piece Scott kit. Pegboard and golf tees are used to display signs. Signs also emphasize important points of the presentation. They point out such things as "You have to SHOW before you can SELL," "Saleability + sales abil-

ity = (picture of a money bag)." One-word signs point out features of Scott products. They include "strong", "absorbent", etc.

Kit also included a variety of props. For instance, weights and a tray of oil were put in to demonstrate the strength of Scott wipers. Distributor salesmen are told to put on this demonstration for their customers and prospects. "Soak a wiper with oil, wring it out and open it to show that it doesn't shread or fall apart. Place the weights on it to show that it still has lose of reserve strength."

Three giant keys show distributor salesmen that they hold the keys that open the door to more sales. "Keys" are trademark recognition, quality products and acceptance. In other words, salesmen have saleable products. Rest is up to them.

Program was introduced to distributors and Scott brass at Miami Beach convention in January. Distributors were pleased. Their salesmen had asked for more sales training and product information. Now they're getting it in a big way. ♦



"You can skip the flowery introduction."

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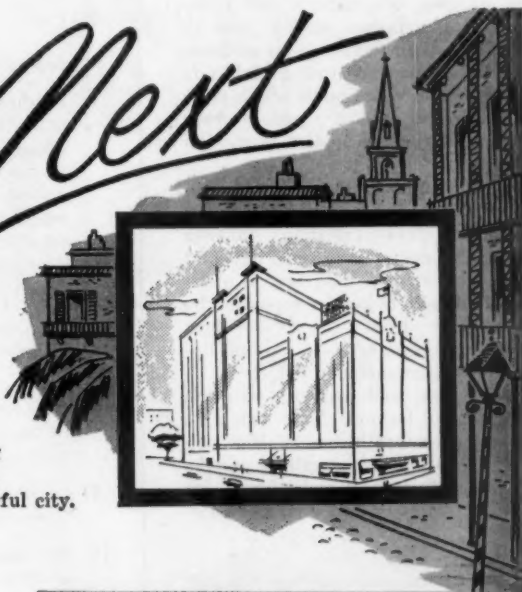
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	FOR BANQUETS	MEETINGS
Tulane Room	1,000	1,400
Green Room	200	250
Tulane and Green Room	1,200	1,650
Map Room	100	125
Map Room	60	75
Plantation Room	80	100
Rouge Rooms	80	100
Audubon Room	40	50
Old New Orleans	35	50



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Answer to Off-Beat Exhibit Requests

Simple system to evaluate requests for your company's exhibits for non-commercial events. It is done with mailed questionnaire to show sponsor.

By DANIEL J. SCHERER
Manager, Public Information
Atomic Industrial Forum, Inc.

ARE YOU ASKED to supply exhibits for off-beat events more than ever before?

Industrial firms and organizations are approached more often each day with requests from civic groups, schools, community organizations, banks, museums and the like, for actual displays, pieces of equipment and samples of products and materials to incorporate into a local or regional exhibit. This is in addition to sales approaches from a multitude of organized trade shows which compete annually for a share of your company's time and sales promotion budget.

If your organization is engaged in (or considering) a program to achieve maximum public relations mileage for exhibit materials in order to build "corporate image," then here is a device that will help you separate the worthwhile from the value-short among the first type of exhibit opportunity (non-commercial).

Too often, such requests arrive in a haphazard fashion. They lack even the most basic information that you need to evaluate the exhibit opportunity—before it spends funds for packing, shipping and erecting materials.

► While many companies would like to extend the use of displays while they are "between shows," they often are forced to judge the opportunity on the basis of a vague initial contact. Same holds true for an association which is often asked by its members to pass on a civic undertaking with a similar lack of background information.

Responses to the questionnaire

In response to your request for . . .

Industrial Exhibit Materials

BEFORE THIS ORGANIZATION can act upon your request of . . . for exhibit participation in the subject event, ^{date} pertinent information must be provided by the sponsor(s) of the event, or by the group requesting our participation. Completion and return of this brief questionnaire will result in speedy consideration: (please type or print)

1. Full title of event is:
It will take place in on
city or town (inclusive dates)
at following site:
2. Sponsor of event is:
which is a, and event
type of organization
has official support of
local government agencies, civic officials, etc.
3. Purpose of event is as follows:
4. Representative of sponsor authorized to complete arrangements for industrial participation is:
5. Expected attendance; attendance last year
admission charges (if any):
restrictions (if any)
6. Public liability and property damage insurance bond is required to safeguard any liability to the company as a result of participation in this event. This requirement applies, of course, only to persons and property other than company personnel participating. Amount of indemnity or liability insurance endorsement for personal injury or death and property damage in connection with participation should be adequate for normal participation. Will this insurance bond be provided by the sponsor(s)?
7. Will security arrangements be made for industrial equipment and displays for duration of event?
8. Will adequate hotel accommodations be available for personnel connected with installation of displays or manning of displays (if required)?
Names of hotels suggested:
9. Is adequate transportation available for exhibit personnel between site of event and hotels?
10. Will qualified installation and dismantling assistance be made available — at no charge to participants?
11. Area available for industrial exhibits is long, wide.
12. How much space is indoors? Outdoors?
13. Will electric power and service for connections be made available — at no cost to participants?

(continued on page 98)

IT'S THE WISE GAVEL...

that hits the board,
that stands on the lectern,
which faces the crowds, that attend the speaker,
who can be seen on closed TV
in thirty rooms, both large and small,
which create the nation's largest space*
available in portion or package
to mammoth convention or intimate group...
but is yet just a part
of the Wonderland called



INTER-OFFICE MEMORANDUM

ROUTE TO *W.M.R.*

*Bill - Just got back.
It's everything we
heard - and then some.
My vote goes to the
AMERICANA!
Jim*

*135,000 square feet.

A TISCH HOTEL • CHARLES CRADDOCK, Gen. Mgr. • OCEANFRONT, 96th TO 98th STREETS • BAL HARBOUR, MIAMI BEACH, FLORIDA

A TISCH HOTEL • CHARLES CRADDOCK, Gen. Mgr. • OCEANFRONT, 96th TO 98th STREETS • BAL HARBOUR, MIAMI BEACH, FLORIDA

JULY 17, 1959



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Spectacular slide presentations use higher wattage — up to 10,000 watts — to produce intensely brilliant image: Keeps audience alert, sharp, receptive, enthusiastic!

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Projectors are magazine fed, push-button operated. Screens 3 to 30 feet wide. Custom-made equipment for impossible jobs!

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A distinguished summer resort in the Poconos catering to capacity meetings during May, June & September, October. Accommodations for smaller Executive Groups in July & August. Air-conditioned public space. Capacity 225-250. "Golf Capitol of the East", plus other sports facilities.

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14. If event is to be staged indoors, generally describe the facility in which exhibits are to be shown (submit dimensioned diagram of floor plan if available): Height of ceiling?
Type of floor (wood, concrete, other): Floor loading capacity: Size of openings through which exhibit equipment can enter building:
Type of electric current available: Type of lighting: Size and load limits of freight elevators:
15. If event is to be held outdoors, indicate the following:
Type of surface (paved, gravel, brick, grass, other):
Type of electric current available:
Any obstructions to affect loading and unloading of materials?
16. Will forklift or similar equipment and qualified personnel be made available for loading and unloading company equipment and displays?
Is parking space available for company vehicles?
17. Will first aid or other medical facilities be available at the site?
18. Will facilities be available to show company films?
16/35mm? Theater capacity:
19. Composition of audience: general public; other specialized groups
(please indicate percentage each type).
20. Other companies or organizations participating:
21. Are provisions to be made for distribution of company literature?
22. Date when advance publicity is to start:
23. Publicity outlets which will be employed (newspaper, radio-tv, business magazines, etc.):
24. Person to be in charge of press relations?
25. Description of associated events (lectures, seminars, motion pictures):

For the Sponsor(s)

signature and title

Organization

Address & Telephone

(A favorable decision on this application is dependent upon a number of factors including availability of appropriate displays and personnel, type of audience anticipated, company expenses involved, etc. Careful completion of this questionnaire is essential to help us in our final decision.)

Address your reply to:

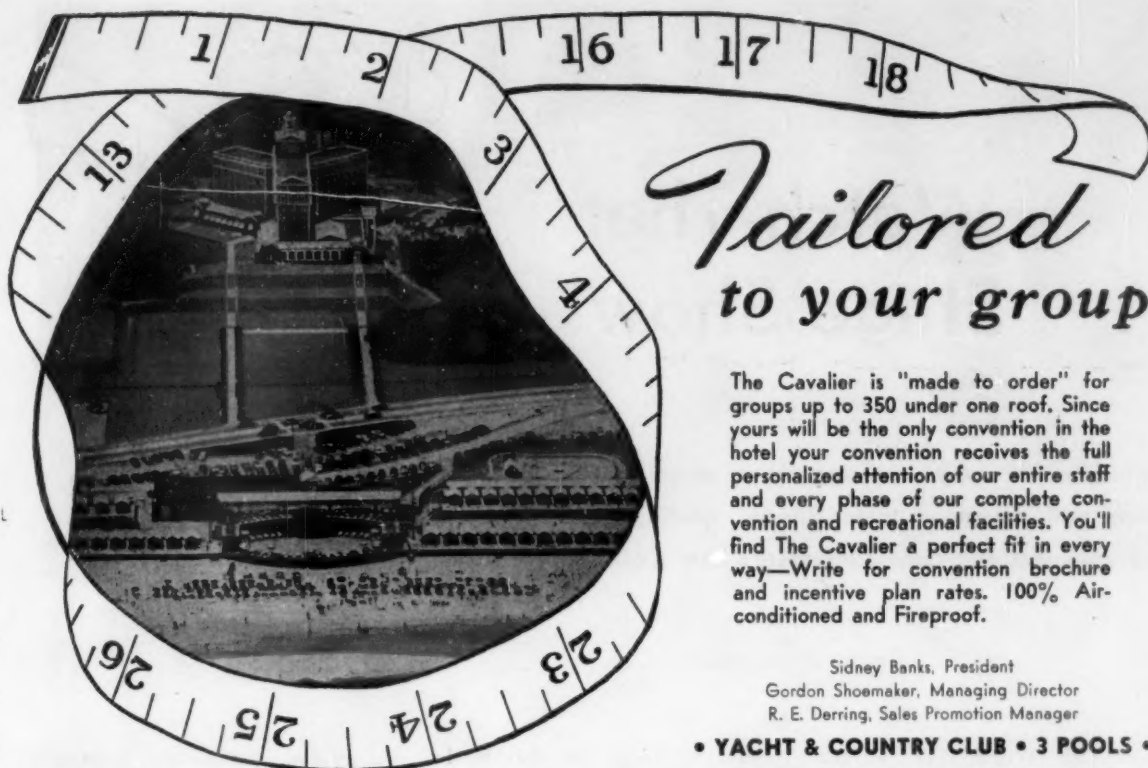
name and title

Company

Address

which follows (and which would be sent immediately to the organization that requests display materials) give a company or association the information it needs to make an intelligent decision, and provide, in the future, a yardstick to evaluate new requests.

(Each company will, of course, find sections of the questionnaire which may not be particularly applicable to its situation, but the questionnaire offers a basic framework upon which to hang requests for essential data.)



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The Cavalier is "made to order" for groups up to 350 under one roof. Since yours will be the only convention in the hotel your convention receives the full personalized attention of our entire staff and every phase of our complete convention and recreational facilities. You'll find The Cavalier a perfect fit in every way—Write for convention brochure and incentive plan rates. 100% Air-conditioned and Fireproof.

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Gordon Shoemaker, Managing Director

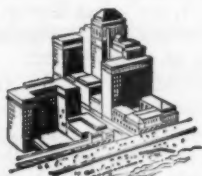
R. E. Derring, Sales Promotion Manager

- YACHT & COUNTRY CLUB • 3 POOLS •
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THE Cavalier VIRGINIA BEACH, VIRGINIA

FLAT STATEMENT

There are many excellent mountain resorts, but you'll have a better convention here . . . on the level.



CHALFONTE HADDON HALL

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Owned & operated by Leeds & Lippincott Co. for 69 years

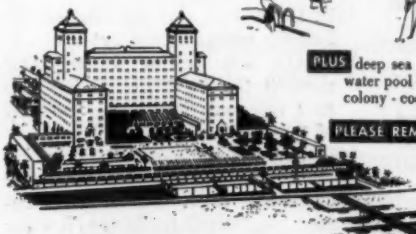
Write for illustrated folder

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PLEASE REMEMBER — at the Palm Beach Biltmore you, and every member of your group, will receive the ultimate in accommodations and service. Hospitality and interest in your gathering and its problems is our business!

For further information, please write, wire or phone—L. E. Ames, Director of Sales, Palm Beach Biltmore, Palm Beach, Florida.

Watch That Stage Show!

Pitfalls when you plan a stage show to entertain a convention: hall selection, talent hiring, dealing with theater management and comedians. Here's how it all happens . . .

By G. C. SHEAHAN*



JUST THE OTHER DAY, two gentlemen dropped in my office and said (in unison), "Gerry," they said, "what are some pitfalls we can avoid in producing a stage show, large or small, for a convention?" Quicker than you can say, "The ball's in your court," I launched into an extremely lucid run-down of my current pitfall list.

Upon completion of my spiel, my guests revealed themselves as auditors and took me into what they have politely described as "protective custody." Thus, the whole effort might have been wasted, had not my secretary recorded my remarks for want of something better to do. The following, including typos, is her version of my remarks:

Pitfall 1 — "Hiring the Hall": Lamentably, the stage show producer usually has little control over selection of a suitable auditorium. In fact, this is usually a "fait accompli" long before he gets into the project. Location for the show is frequently picked by someone who, though well-intentioned, knows little about physical requirements of a good show.

Recently, we were producing a show for the Amalgamated Turbine Purchasers of America (ATPA) when their representative, Harry T. Bucket,

called to inform me that he had leased a grand place for the show. As I recall (after a liberal dosing of sodium pentathol), the conversation went like this:

HARRY: . . . that's right, kiddo . . . I'm just back from Great Forks and I've leased a peachy hall for the show!

ME: . . . well . . . ah . . . that's swell, Harry. What did you line up for us?

HARRY: Basement of the "Friends of Luther Burbank Hall." It's terrific — the bar can be right at the back of the room and they'll operate during the show!

ME: (shuddering) Listen, Harry, I've heard of the FLB Hall before — there's no wing space, no stage and the biggest electrical load they can take is three amps!

HARRY: (breezily) Well, kiddo, it looks like you've got your work cut out for you . . . after all, it's your show!

ME: Harry . . . did you reserve the hall for rehearsal and set-up?

HARRY: You betcha, kiddo! Our show is the night of the fifteenth so I reserved the whole afternoon of that day for us!

ME: Golly! The whole afternoon!

HARRY: Check! Of course, there's an automobile show in there that morning . . . but I think they'll clear out pretty fast!

ME: (humbly) Check, kiddo!

MORAL: Try to have some influence on the selection of the show-spot.

Pitfall 2 — "Hiring Professional Talent": This, of course, is the show producer's responsibility. Regretably, however, everyone's fascinated by "show biz" and has his own particular tastes when it comes to performers. Harking back to the ATPA show, here is a pretty depressing transcription of a conversation that took place in the ATPA executive offices two weeks before the show:

ME: (concluding) . . . and that, gentlemen, is our talent line-up for the show. It'll be a nicely balanced evening of entertainment.

ATPA PRESIDENT: Ugh! Ain't nobody there I ever heard of. Say you oughta catch this specialty dancer (he winks lasciviously) that's doing her act down at this little place on 14th Street.

ME: Well, I'd certainly like to do that; but, frankly, something like that wouldn't quite fit the general tenor. . . .

1st V-P: (interrupting) . . . Why don't we have some really big names in this show? . . . Somebody like Bobby Breen!

2nd V-P: Yeah!

ME: Well, frankly . . .

PRESIDENT: (interrupting) Listen . . . my wife is pretty partial to

* G. C. Sheahan is producer, Visual Education operation, Apparatus Sales Division, General Electric Co.



MEETING, ANYONE?

Convention bound? Western Hotel hospitality awaits in Portland. At the Multnomah, you'll find every single detail to your convention's liking. Deluxe accommodations for all delegates, perfect meeting rooms serve up to 900 persons, bountiful parking, movie and sound systems, every facility makes it ideal. The Grand Ball Room (above), for example, provides a stage, dance floor, ample space for up to 500 persons.



The Empire Room, one of many, allows room selection singly or in combination for the smallest committee group or the largest, 500 persons, gathering.



One reason the Multnomah is known as Portland's "convention hotel", the Grand Ball Room, serving up to 900 persons, has hosted organizations of regional and national scope.



The Marine Room is popular for its decor and size, comfortably providing space for 175 persons for meeting or 125 for banquet.

	Meeting	Banquet
Grand Ball Room	500	350
(combined with) Emerald and Colonial Room	800	600
Colonial Room	125	100
Emerald Room	100	80
Rose Bowl	800	600
Marine Room	175	125
Cameo Room	75	60
Empire Room	500	350
Junior Ball Room	200	150

PLUS 5 other rooms, each
accommodating 30 to 125 persons

Write today for complete convention information, pictures and brochure.

MULTNOMAH Western HOTEL

S. W. 4th & Pine Street—Portland, Oregon
National Sales Office, 37 South Wabash Avenue, Chicago



When in **SEATTLE** . . . meeting and convention-
eering is best at the famed *Olympic Western
Hotel*—convention headquarters in the Queen City.

Dale Robertson! Why don't you sign him and make this whole thing into a Western show!

ME: We could do that, of course . . . but time is running . . .

PRESIDENT: (interrupting) . . .

Well, we're not gonna tell you how to put your show together . . . just thought you'd want to get our reactions.

1st V-P: Check!

ME: (humbly) Check!

MORAL: Be polite but firm with amateur casting directors.

Pitfall - "Dealing with Theatre Management and Staff": Establish an early, close-working relationship with the management and staff of the thea-

ter, hall or auditorium. It is essential to a successful show. Since most show spots retain a permanent staff of stage manager, electricians, etc., you'll be depending on their assistance in production.

Unless properly handled, these people will regard you (not unnaturally) as merely another producer among a series of 250 whom they see during the course of the year. An advance trip to meet them, tell them your plans and learn their capabilities is well worth the effort. Failure to do this can result in disaster.

Prior to the recent ATPA show, press of other business prevented me from making such a visit to the Friends of Luther Burbank Hall in Great Forks. Arriving two days be-

fore the show, I hastened to rendezvous with the stage manager. Through a fog of horror, I seem to recall the following dialogue:

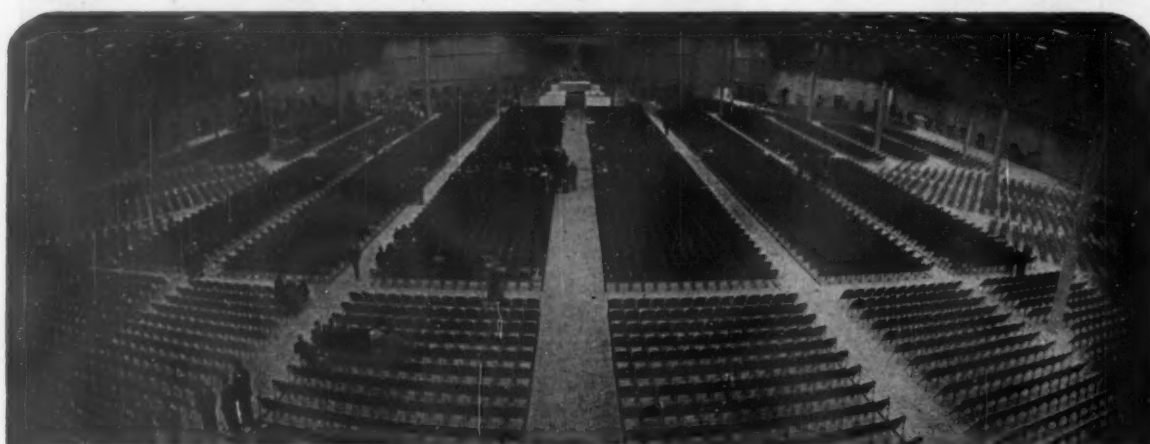
STAGE MANAGER: (cordially) Whadya want?

ME: . . . er . . . hi, there! I'm producing the ATPA show here on the night of the 15th.

STAGE MANAGER: (scanning dog-eared paper) Oh, yeah! That's the prune-canning outfit?

ME: (heart-in-mouth) No! no! no! This is the Amalgamated Turbine Purchasers of America! Your hall is definitely reserved for us for the afternoon and evening of the 15th!

STAGE MANAGER: (sympathetically) You're crazy, friend . . .



PLAN YOUR NEXT CONVENTION AT THE NEW

miami beach exhibition hall

Covering nearly 5 acres • Largest in the South • Completely air conditioned

The new Miami Beach Exhibition Hall has an over-all floor area of 200,000 square feet and seats 15,000 people at one time

Centrally located, close to the world's finest hotels, apartments, restaurants, shopping centers and recreation areas

Parking for 3,500 Cars • Expositions • Conventions • Trade Shows • Sales Meetings
Ice Shows • Announcement Showings • Automobile Shows • Sports Events

For further information, write or wire:

CLAUDE D. RITTER

Auditorium and Exhibition Hall Manager

or

THOMAS F. SMITH

Director Convention Bureau

1700 WASHINGTON AVENUE • MIAMI BEACH 39, FLORIDA



oops! Did you say ATPA?
 ME: (wearily) Check!
 STAGE MANAGER: You're all set!
 I thought it was the APTA . . .
 the American Prune Treaters Association . . . they're in here on the 10th. So what's your show?
 ME: Well, I thought we'd have a stage down at that . . .
 STAGE MANAGER: (interrupting) Can't.
 ME: (crisply) Why not?
 STAGE MANAGER: Sump pump is down there and when the river rises, this basement sure fills up.
 ME: (aghast) Is that liable to happen?
 STAGE MANAGER: (calmly) Usually does at this time of year.
 ME: (shifting to a more heartening topic) Now, we'll want to fly three flats and . . .
 STAGE MANAGER: (cheerfully) Can't.
 ME: Oh?
 STAGE MANAGER: The prune people are gonna fly some big boxes o' prunes and I told 'em to go ahead on the 14th. Them prune people sure are nice to work with (he rubs fingers together):
 ME: (humbly getting out wallet) I'm sure we can work out something.
 STAGE MANAGER: (leering) I kinda get that feeling, too.

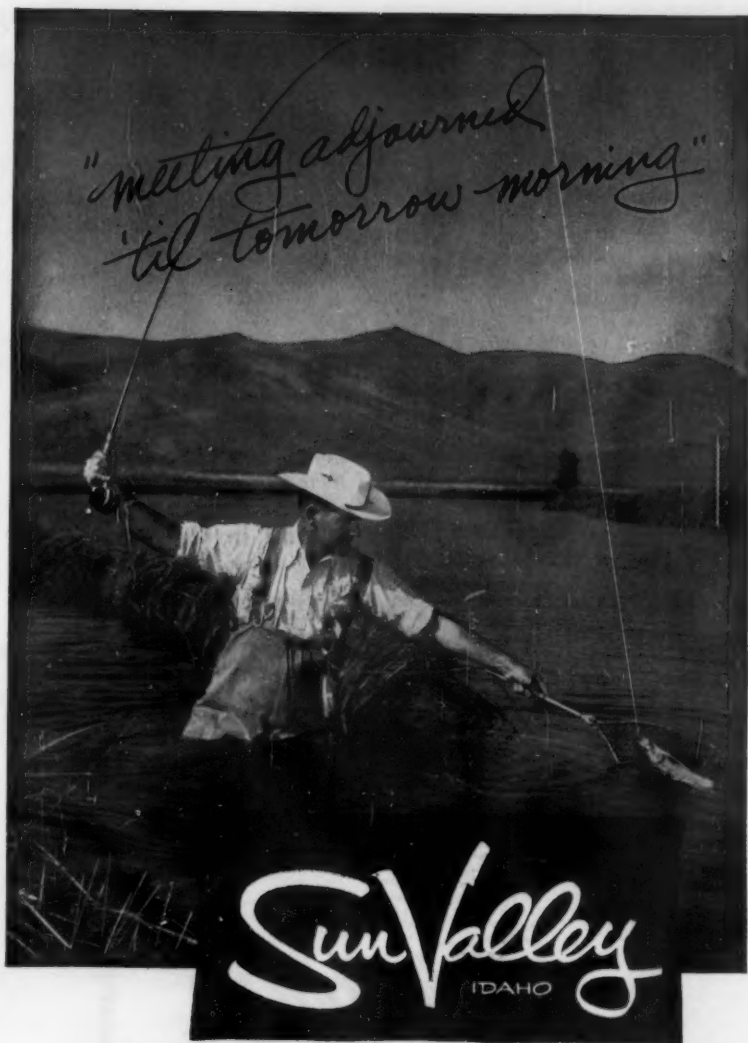
MORAL: Well in advance, establish good working relationship with theater staff and management.

Pitfall 4—"Comedians": Most of my friends will vouch for the fact that I enjoy a laugh as much as the next man. In short, I love a good comic—but I won't employ one for an audience of customers, my own company executives or, now that I think about it, of any group that can have any influence on my meteoric career.

I don't want to malign the art of professional comedy, but the truth of the matter is that people have, as a result of TV, become a bit spoiled on comics. Nothing but the best is satisfactory. Even if your budget can afford a top-flight comedian, chances are that he's in such demand that he'll have to play the same tired material that he used at the Pocono Boating Club show in 1926.

Comedians represent other problems, too. This is best exemplified by the following deathless dialogue between myself and TV-comicstar Milton Schlock (at this time I was seriously considering hiring Milton for my much-talked-about ATPA show).

SCHLOCK: . . . of course, friend, I can't say too much without my



YOUR COMPLETE CONVENTION CENTER

Here's a happy man attending a convention. The day's business was wrapped up half an hour ago and he'll be on deck in the morning really refreshed and ready to work, after relaxing at his favorite sport. If you like to make convention business a pleasure, then Sun Valley is for you.

We'd welcome the opportunity to show you how nicely our facilities and activities will fit your convention requirements. For free convention folder and the complete story, just write Mr. Winston McCrea, Manager, Sun Valley, Idaho (or phone Sun Valley 3311).

MEETING ROOMS

No. of Rooms	Max. Capacity
OPERA HOUSE	500
DUCHIN ROOM	100
SLALOM ROOM	100
Numerous smaller rooms	20 to 50

BANQUET ROOMS

No. of Rooms	Max. Capacity
LODGE DINING ROOM	350
CONTINENTAL	600

Liquor by the drink available per state laws except Sunday and designated holidays.

RATES

AMERICAN PLAN	LODGE INN	EUROPEAN PLAN
\$18	\$16	per person, two in a room
\$21	\$19	per person, single room
		RATES ON REQUEST

CAPACITY

Sleeping accommodations for 500 persons



OWNED AND OPERATED BY UNION PACIFIC RAILROAD

WHY SKYTOP?

For executive meetings and top management groups Skytop Club, in the nearby Pocono Mountains, is the undisputed leader. This scenic 5500-acre estate provides complete isolation and every physical attribute for group meetings—10 to 300.



- ★ Private club atmosphere, distinguished service
- ★ Excellent meeting rooms, equipped with all professional requirements
- ★ Easily accessible (only 100 mi. from N. Y. and Phila.)—Served nationally by leading railroads and 5 airlines

- ★ Outstanding cuisine—private dining rooms
 - ★ Superb facilities for relaxation and recreation, including 18 hole championship golf course
 - ★ Beautifully appointed accommodations
- Write for Conference Booklet and complete details

SKYTOP CLUB Secluded in the Poconos
BOX 30, SKYTOP, PENNA. • Wm. W. Malleon, Jr., Gen. Mgr.

Phone: LYndhurst 5-7401

Outdoor, Indoor Saltwater SWIMMING POOL



The Shelburne

BOARDWALK AT MICHIGAN AVENUE ATLANTIC CITY

New unique coffee shop. Spacious guest rooms (air-conditioned) fresh and salt water baths. Ship's Deck overlooking Boardwalk. Boardwalk Lounge. Famous Shelburne Dining Room, Golf on two courses. Ice skating rink (winter season).

Ten magnificent meeting rooms featuring GRAND BALLROOM and KERRY HALL. Seating capacity 1000. Banquet capacity 600.

Write **MARCUS FORD**, Vice President in Charge of Sales
Telephone ATLANTIC CITY 4-8131



Executives

Consider the advantages of the Edison's newly decorated and magnificent Banquet Halls. No finer facilities anywhere, sensible prices... conveniently located in midtown Manhattan.

Accommodations: 20 to 1000

For Reservations call
Robert D. Howard

Circle 6-5000

Ideal facilities for
**Sales Meetings
Conventions
Incentives**



New York's Newest Hotel
EDISON

46th to 47th Sts.
Just West of Broadway

1000 Air Cond.
Rooms, all with
Tub, Shower and
Radio
...TV

HOME OF
THE FAMOUS
**GREEN
ROOM**

A Personalized Hotel in the Heart of the
Theatre District and Radio City

Milton J. Kramer, Pres.

Supremely Suitable for SALES MEETINGS CONVENTIONS • BANQUETS

A distinguished hotel - with a distinguished name - in the heart of the city nearest everything, with complete facilities for everything.

The
DRAKE
PHILADELPHIA



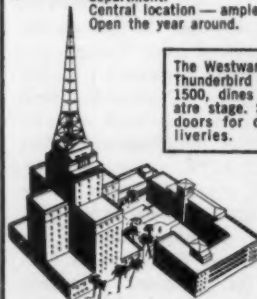
- ★ Luxurious Guest Rooms and Executive Suites
- ★ Closed Circuit TV
- ★ Meeting and Functional Rooms for 10 to 850

MICHAEL A. DEVITT, Sales Manager
1512 SPRUCE STREET • Kingsley 5-0100
B. B. LEIDER, Managing Director

The Southwest's most popular Meeting Place

Your visit to Phoenix, for pleasure or for business, will be more enjoyable with the Westward Ho as your headquarters.

Entire hotel air conditioned by refrigeration.
500 delightful rooms and patio suites.
Dining room, coffee shop, cocktail lounge.
Palm-shaded patio and pool.
Meeting rooms for groups of 5 to 1500 persons.
Complete convention service department.
Central location — ample parking.
Open the year around.



The Westward Ho's new Thunderbird Room seats 1500, dines 1200. Theatre stage. Street level doors for display deliveries.

HOTEL WESTWARD HO
Phoenix, Arizona

agent here, but I think I can really throw a little life into this auto dealer outfit!

ME: Well . . . excuse me, Milton . . . but these people aren't auto . . .

SCHLOCK: (interrupting) Who cares what they are, friend! They're all people and I love all of 'em . . . they love me, too! Listen, I gotta couple routines with a pair of break-away pants that'll kill 'em! You know . . . not dirty . . . just add a little spice to the evening!

ME: Milton, I'm not sure if . . .

SCHLOCK: (interrupting) Say, friend! I'll do my routine where I'm "A Recruit in the A.E.F."! It'll kill 'em!

ME: The "A.E.F."! Listen, Schlock, that's going back pretty far!

SCHLOCK: So, we'll call it the U.N. Police Force! Whattaya want—new material for \$5,000! . . . Hey . . . will this thing be over so I can do a bit over at the Puce Slipper at 11:30?

ME: (firmly) Milton, I think you'll be able to make it very easily.

MORAL: Comics should be seen and not hired.

(Incidentally, you've probably been wondering about the ATPA show; they loved it!)

World's Biggest Shopping Cart



CART goes into station then is filled with giant products.

LIFE'S ADVERTISERS of supermarket products got more than they bargained for in May. Magazine sponsored a display of a giant shopping cart laden with jumbo dummy packages of supermarket products. Cart was placed in Grand Central Station, New York City, for three weeks and Atlantic City for one week.

Display is a special salute to the supermarket industry. Cartful of items represents 202 supermarket products from 147 companies that advertised in Life from January through April, 1959. Product listing of all supermarket product advertisers during these months is attached to the cart. Facings of the packages were rotated often so all advertisers could get as fair an exposure as possible.

Product categories include foods, health and beauty aids, soaps, cleansers and polishes, confectionery and soft drinks, beer and wines, smoking materials and household supplies.

Cart is 12.5 ft. high, nine ft. nine inches long and 6.5 ft. wide. It was placed in the main area of Grand Central Station for the first three weeks in May. During the last week in May it was placed on the boardwalk in Atlantic City in front of the Super Market Institute headquarters.

Life started to plan for the display about two months in advance. Purpose was to dramatize that Life magazine is the top food and food products advertising medium, says Arthur Chadwick, Life's merchandising manager.

Display will not be used again in the near future. It's served its purpose, says Life.

YEAR-ROUND CONVENTION-LAND!

Berkshire Hills
MASSACHUSETTS

The perfect setting for successful conventions . . . large or small. The **BERKSHIRE HILLS**, site of the Tanglewood Festival, offers unexcelled hotels and resorts, all sport facilities, theatres, and art galleries.

Ideally located... 135 miles from **NEW YORK** and **BOSTON**.

for complete information on group meeting facilities in the Berkshires, write
CONVENTION SECRETARY, BERKSHIRE HILLS CONFERENCE
50 SOUTH STREET, PITTSFIELD 96, MASS.

JOIN THE
NEW
TREND

TO INFORMAL
CONVENTIONS,
SALES
MEETINGS
AND
VACATIONS



3 GREAT

New Resort Motels

ARISTOCRAT RESORT MOTEL, Premiere Season

On the Ocean, Hollywood Beach, Fla.

AZTEC LUXURY RESORT MOTEL

On the Ocean at 159th St., Miami Beach, Fla.

DESERT INN RESORT MOTEL

On the Ocean at 172nd St., Miami Beach, Fla.

500 Deluxe Rooms, Completely Air-Conditioned, Fully Equipped Meeting Rooms for 25 to 500, Banquet Facilities, New Cocktail Lounges, After Meeting Recreation, Swimming, Fishing, Card Rooms, Theatre, Fashion Shows, Bridge Parties, Floor Shows and Dancing Nightly, Swimming Pools, Private Beaches, Children's Counselors, Ideal Family Vacationland, Informal and Casual Atmosphere. Rates within reason to meet any budget.

Write Today
For Full
Color Story

BERNARD BURKE
Convention Sales Director
15901 Collins Avenue
Miami Beach, Fla.



RECEPTIONIST Jean Shira welcomes all American Optical Company convention goers. She presents each one with a name tag and an "Add a Pair for Outdoor Wear" button.



PRODUCTS for 1959 are displayed in special show cases.

Time and Cash Cut for Regionals

Assigned responsibilities to regional offices via plan book is major step. Home-office rehearsals trim fat from program. Fit material into one day instead of two. Plan for emergencies.

EVERY YEAR it's the same problem. You have to bring your marketing and sales promotion plans to a widespread selling organization. It can take a lot of executive time on the road. It can be expensive. But, it doesn't have to take too much time and it doesn't have to involve huge sums.

American Optical Company has evolved a pattern that cuts time and cash outlays. System entails careful advance work and assigned responsibilities to regional offices.

American Optical operates under a regional sales setup. It divides the country into 10 areas with headquarters in Boston, New York, Philadelphia, Atlanta, Pittsburgh, Chicago, Kansas City, Dallas, Los Angeles and San Francisco.

AO's 255 branch laboratories that compound eyeglass prescriptions for the eye care professions in their immediate area, are divided among the 10 regions and are located in almost every principal city in the United States. In addition, the company lists

approximately 200 franchised distributors.

Planning responsibility for a series of 10 identical meetings, one for each of the companies' regional headquarters cities, is assigned to H. P. Brigham, manager of advertising, assisted by W. W. Cloyd, sales promotion manager.

As the first step, a series of meetings with product managers is held, starting two months before scheduled sales meetings. Information on new products are gathered, color slides taken of each, and speeches written by the managers.

At the same time, an extremely tight travel schedule is arranged for management personnel who are on the meeting program. Factors considered include possible delays that could be caused by snowstorms, regional city preferences for meetings (Sunday is traditional in Dallas, Monday taboo in all) and alternate methods of transportation available.

In order that key management people are not out of the Southbridge,

Mass., headquarters for too extended a period, the meeting schedule is arranged to cover four Eastern cities in six days, and the six remaining cities, in seven days. Thus, in 13 working days, it is possible to hold 10 identical sales meetings to cover a sales force spread over the entire country.

To insure a complete uniformity at all meetings, a comprehensive "Regional Meeting Plan Book" was compiled by AO Advertising Department for the 1959 meeting. This was sent to each regional manager one month prior to the scheduled start of the meetings. This 20-page book outlined in step-by-step form, exactly what would be supplied by the Southbridge management team, and what would be required from individual regional managers.

The 13 separate sections of the plan book began with the meeting schedule, audience to be invited, program and room arrangements. It outlined what hand-out material would be provided by Southbridge, hotel reservations needed, meals to pro-



ONLY NATIONAL airline of the stars

serves so many (18) Florida cities . . . more than any other airline. If you are convention bound to Florida be sure to take advantage of National's convention travel "know-how" and famed luxury Star or economical Club Coach service. National makes convention attendance doubly enjoyable. For information on transportation planning, sales incentive plans, charter services—contact Convention Manager — National Airlines, Inc., P. O. Box NAL, Airport Mail Facility, Miami 59, Florida.

FIRST WITH JETS IN THE U.S.A.

**There Never Was
Anything Like This
for . .
Business**




Conventions

Business Conventions at the Barn
 . . . different, complete and productive. Barn's Convention Office will tailor plan facilities to meet your requirements plus offers to you the advantage of 1600 private acres in the beautiful Berkshires . . . finest accommodations (private banquet facilities available), scrumptious foods, an experienced staff to cater to your every need, full recreational facilities including golf (private course on premises), riding, swimming (heated pool), fishing (privately stocked pond), hiking, tennis, softball, trap shooting, handball, horseshoe pitching, badminton and hosts of other sport activities.

Write Box S5 for Free Color Folder

JUG END



BARN
 Great Barrington, Mass.

Glad to GREET you

- With complete facilities that assure a successful carefree meeting
- With hotel or private cottage accommodations, fine food, interesting sports facilities, etc.
- With personalized attention to good service and come-back-again hospitality
- 90 miles from Phila. & N. Y. C.

For information call our offices in:
 N. Y.—LO 5-1115 • Phila.—KI 6-1937
 or write: **EDWARD C. JENKINS**

THE SKYLINE INN and Cottages
 MOUNT POCONO, PENNSYLVANIA
 at the Top of the Poconos

vide, speeches to be used by host regional managers, and publicity arrangements.

► As a positive check, the final page of the instruction book was in the form of a receipt to be signed by the regional manager and returned to Advertising Manager Brigham. Blanks were included to be filled in by the regional manager with name of hotel where the meeting was to be held, and where the Southbridge personnel would be housed.

During the month of December, dry runs were made in Southbridge of all speeches, accompanied by prepared slides. Product managers sat as their own audience, criticizing each other's efforts until the presentations were as trim and concise as possible. Length of talks varied from 15 minutes to one hour, depending on the importance of the subject in the 1959 sales plans.

Nine men from headquarters office made up the Southbridge team. These included Vice President Victor D. Kniss, Brigham, field sales manager, manager of distributor sales, and five product managers of AO's principal lines: frames, lenses, outdoor eyewear,

cases, and instruments. In addition, there was an advance man who traveled one day ahead of the team to make a last-minute check on meeting arrangements.

Meetings ran from 8:30 a.m. until 5:45 p.m., with a one-hour break for a buffet lunch in a private dining room. Attendance at each meeting ranged from 80 to 100 people. All seating arrangements were in school room style, with the audience facing forward at tables covered with white cloths. Speakers stood at a lectern, on a raised platform, 8 ft. deep by 20 ft. long, and 8 inches high. All those who attended were supplied with printed copies of the day's program, identification badges, notebooks and pencils, and envelopes to hold promotional material. All of this, including the hand out material, products, banners, and trade-marked draperies, had been previously shipped to each region from Southbridge.

Regional managers were responsible for supplying projection and sound equipment, and display props for the products received.

► Each speaker was responsible for the slides which were used in his talk.

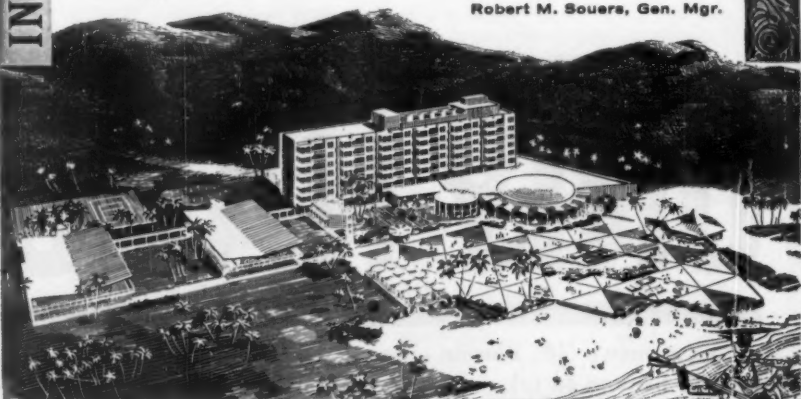
IN JAMAICA

...ISLE OF DREAMS COME TRUE

ARAWAK
 HOTEL
 Arawak P.O.,
 Ocho Rios
 Jamaica, B. W. I.

Unparalleled as an elegant, fun-filled place for group meeting or incentive trip . . . the luxurious Arawak, on Jamaica's smart fashionable North Shore —Modified American Plan, full Jamaica flavor.

Robert M. Souers, Gen. Mgr.



Completely air-conditioned; 176 balconied rooms; beach, pool, tennis, pitch 'n' putt and driving range; fishing, water-skiing, Jippi Jappa Lounge, fabulous Limbo Room Supper Club!

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LEONARD HICKS, JR. & ASSOCIATES
 New York, CI 7-6940 Chicago, MO 4-5100 Miami FL 1-2821
 Detroit, WO 2-2700 Washington, D. C., EX 3-6481

He carried them throughout the tour as part of his luggage. As insurance, a duplicate set of each was kept in Southbridge. The meeting group also carried a spare slide projector for emergencies.

► No detail was too small to be overlooked. Music for premeeting use was specified ("River Kwai March"). "Projection screens must be beaded, ample ash trays ordered, and all meeting material to be in AO Red and White colors."

Publicity releases, with the date line of each regional city were prepared in Southbridge and hand carried by the advance man to each meeting. On the meeting morning, a copy was delivered, by messenger, to every newspaper in that particular city, to give newsworthy details of the company's 1959 product plans. In order to obtain additional publicity mileage from the meeting, service and sales awards were presented at the conclusion of each, with the event recorded by local commercial photographers. Prints and stories were sent to hometown papers of those involved, as well as to optical trade journals.

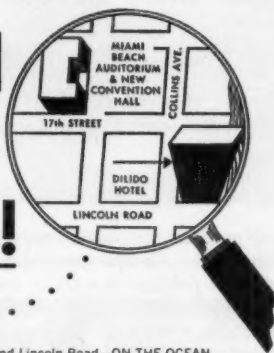
As a result of careful planning,

American Optical was able to present its marketing plans through top management personnel to approximately 800 branch managers, salesmen, and distributors, within a matter of days.

Meetings were identical, to give each man the same story to pass on to his accounts, no matter what territory he was covering. Holding 10 meetings, AO had none that was so large as to be unwieldy. Proper attention could be given to local problems during question and answer periods.

► Costwise, AO feels that such a procedure—to bring a small, well-trained group to present its sales story in the regions—has resulted in considerable savings. Practice time in Southbridge has enabled the company to reduce the meeting length from two days to one. Ten meetings in a shorter period means that selling plans begin almost at once on a coordinated basis, countrywide, without the former time lag necessary to reach the entire sales force. Best of all, efficient handling of what used to be a drawn out, rambling presentation is reflected in an increased enthusiasm in American Optical's selling personnel. ♦

A hotel created especially for CONVENTIONS!!



* LOCATION

Miami Beach's best convention location, Collins Avenue and Lincoln Road—ON THE OCEAN. The DILIDO Hotel offers the finest Convention and Resort Facilities available anywhere. Just one block from the New Miami Beach Auditorium and Convention Hall.

* FACILITIES . . . A Modern Air Conditioned 350 Room Hotel

COTILLION ROOM.....	1200
CONTINENTAL ROOM.....	950
MOULIN ROUGE.....	400
FLORENTINE ROOM.....	300

OTHER ROOMS ACCOMMODATING 50 PEOPLE OR MORE

LYMAN PICKETT
SALES MANAGER

ED KELMANS
GENERAL MANAGER



COMPLETELY
AIR CONDITIONED

NOW a Packaged CONVENTION!

Including: Room — Meals — Sightseeing Tour — Cocktail Party — Banquet — Poolside Barbecue and Water Shows.

ALL THIS...

...FROM AS
LITTLE AS

\$31⁵⁰

PER PERSON

3 DAYS

2 NIGHTS

ON THE OCEAN
AT LINCOLN ROAD,
MIAMI BEACH

Wire, write or call Jefferson 8-0811 for complete detailed information.

the Jefferson hotel

ATLANTIC CITY, N. J.

Outstanding Facilities at Sensible Prices

If you plan to hold a convention or sales meeting in Atlantic City, it will pay to investigate the facilities at the Jefferson. Atlantic City's leading moderately priced hotel. Famous for its excellent cuisine and outstanding facilities, the Jefferson's completely trained convention staff is your assurance of a most successful meeting.

- UNEXCELLED LOCATION —in the heart of the resort, convenient to railroad and bus terminal.
- BANQUET ROOM — seating 880 persons.
- SEPARATE MEETING ROOMS accommodating 35 to 350 persons.
- EXHIBIT SPACE of over 13,000 square feet.
- SOUNDPROOF, AIR-CONDITIONED auditorium.
- 250 COMFORTABLE ROOMS in the Jefferson
- EXPERIENCED STAFF to handle all details.

Telephone: 5-0141



Jefferson Auditorium
Atlantic City's Newest & Finest
Completely Air Conditioned

ASSISTANT SALES DIRECTOR WANTED

Excellent opportunity. South Florida Luxury Hotel. Tremendous convention facilities. Send complete details to Box No. 409, Sales Meetings, 1212 Chestnut St., Philadelphia 7, Pa.



GOOD PLANNING of personnel duties helped to make this Gulf Oil Corp. exhibit successful.

Jobs Your Men Should Have at a Show

Great need today is to get best use of a salesman's time at a trade show. Here are more than half a dozen jobs that should be done to get your money's worth. All it takes is planning.

By EDWARD G. WILLIAMS
Exhibit Manager, Gulf Oil Corporation

ONE OF THE GREATEST undeveloped areas of trade show activity is the fullest use of sales personnel's time at a trade show.

Time is ripe for an expanded view of total participation by personnel to get maximum results from our dollars and efforts spent on shows.

Clearly, first step to organize personnel for attendance is to arrange a definite schedule in writing, designating exact times each man is expected to be in attendance at the booth. But he should also be given certain other definite missions to accomplish during times he is not on duty at the booth. It is in fulfillment of these duties that we may approach the point of getting our money's worth. To make these assignments, know individual capabilities of your men and keep these aptitudes in mind.

Most immediate assignment would

be to analyze competition represented in the show. Competitive sales slants and sales policies as well as competitive products and sales literature should be observed. Nothing in the competitive sales picture should escape examination. Of course, the competitor will then be observing your own presentation, but this will keep you striving to keep your armor bright, clean and well guarded at all angles of approach.

Simultaneously, another salesman should be making a complete study of new equipment or processes on exhibit at the show which might invite attention to new uses for one's

This article is taken from a speech given by Edward G. Williams at the Workshop on Advertising to Business and Industry of Association of National Advertisers.

own products or services. At larger shows, such a survey could take all of the time of a small group of men while not in actual attendance at their own exhibit. New metalworking machinery is being developed, foreign machines are being introduced, new plastic moulding machines are being invented, new processing methods are being developed, and trade shows present the best opportunity existing to present these to the trade. At the same time, many new uses for existing equipment and products also appear.

Another field for careful study is to find new applications for one's product or services. As an example, a plastic engineer might find a part in a textile machine that could be advantageously made of plastic to perform a function better than the existing metal part. Or a new lubricating system that will lubricate a whole row

**A whole new world
for your
convention**

Eden Roc



CABANA AREA ideal for outdoor buffets, cocktail parties and water shows.

**ALL THIS IS YOURS...
FOR A PERFECT CONVENTION!**

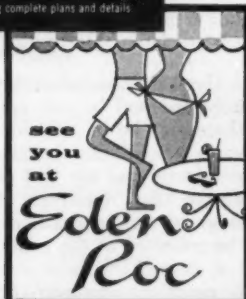
- 14 meeting rooms or combinations...
to seat any size meeting from 24 to 1600!
- Monitored air-conditioning
- Modern lighting and sound equipment
- Outstanding cuisine...
served from an ultra-modern kitchen,
strategically placed to serve every
banquet with maximum expediency
- Underground parking garage
- Yacht anchorage on protected Indian Creek
- 30,000 square feet of drive-in
exhibit space at reasonable rates

ALL THIS — PLUS:

- Olympic pool and private ocean beach
- Over a hundred luxury cabanas
with individual bathrooms
- Magnificent covered outdoor pavilion for
dining and dancing, outdoor meetings
- Three delightfully different
dining rooms to suit your every mood
- Informal gaiety and dancing in
Harry's American Bar — Garden Cafe
- Fabulous entertainment nightly
in the unparalleled Cafe Pompeii

BILL POLLARD, Director of Sales
JEAN S. SUITS, Managing Director

**SEND NOW FOR COMPLETE
CONVENTION BROCHURE...**
Blueprinting complete plans and details



MONA LISA ROOM — this beautiful room comfortably accommodates banquets up to 500 people.



POMPEIAN ROOM — Accommodating banquets of 1200 and business sessions of 1600 people. Four tiers assure all in attendance perfect view of the speaker's table.



30,000 square feet of **DRIVE-IN EXHIBIT SPACE** at reasonable rates. This area does not alter the availability of any of the 14 Major Meeting rooms.

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OCEANFRONT, 45th to 47th STREETS, MIAMI BEACH, FLORIDA

JULY 17, 1959

HOTEL
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FOR YOUR SALES MEETING, CONVENTION OR TRADE SHOW IN
KANSAS CITY

JUST COMPLETED

EXHIBITION HALL

AN ENTIRE FLOOR = 10,500 SQ. FT.

... designed for trade shows and conventions. Specially wired and lighted for exhibition purposes ... AC current, 110-220 voltage ... radio and television outlets ... public address system ... spot lights ... natural gas and water connections ... platform and stage ... private office with telephones for show manager ... built-in registration desk ... check room.

Less than 10 minutes to
Airport or Union Station

100% AIR-CONDITIONED

HOTEL
Continental
IN THE HEART OF DOWNTOWN

BALTIMORE AT ELEVENTH • KANSAS CITY, MISSOURI
TELEPHONE HARRISON 1-6040 • TELETYPE KC-457
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In Addition—

3 FLOORS exclusively for Banquets, Meetings and Exhibits.

Grand Ballroom alone accommodates meetings of up to 900 persons; completely equipped, including closed-circuit TV cable. Additional smaller rooms adequate for your convention in its entirety.

Beautiful, comfortable guest rooms ... Dining Room featuring open-hearth broiling, specializing in K. C. Steaks ... Coffee House ... luncheon specialties in Lounge ... two delightful Cocktail Lounges ... entertainment evenings ... olympic-size indoor SWIMMING POOL for registered guests.

for complete information
write, telephone or wire:
NOEL DANIELL, Manager

of looms in a textile weaving room may offer opportunity for study.

A fertile field for observation in today's trade shows is to note new companies that have entered the field. New divisions of old companies have been formed to manufacture a new line of products. Every trade show presents new examples of this trend. Trade journals do herald these new lines of endeavor, but it takes the trade show to present the product to view.

Improved packaging methods or dispensing one's product may be suggested by an inspiration received from an exhibit, not necessarily a product in one's own field. An idea may be picked up that may possibly lead to improvements in one's marketing position.

A separate study should be made of competitors' exhibits with a view to improving and evaluating one's own. This should be done with a view to improving one's own display in the next show, or at least to measure whether you are keeping up with trends. Note also whether your exhibit stacks up well with all other displays in the whole show. This is the proper place to analyze whether you are in proper company, in the right show. Of course, that analysis was made in perspective before the exhibit got into the planning stage, but check that judgment here at the show itself. Then check it again after the results are in.

One of the most important functions of participation in the convention is attendance at technical sessions to learn any information useful to the industry there presented. Possibly one of your staff may present a paper, thus adding your contribution to the industry's progress.

Still another assignment of vital importance is that of hospitality and entertainment. Great tact is a prime requisite for the one charged with supervision of this activity. Nothing further need be said on this subject as everyone realizes the value of contacts formed at social gatherings in hospitality rooms, even though most of them are intangible results.

► Not the least is responsibility to be definitely assigned to one person so that there may be no misunderstanding as to who shall take charge of prospect cards and see that they arrive at the sales manager's office at the close of the convention. They must be collected at the exhibit each night, at close of the show, at the hospitality room, or wherever they may be filled out. Each sales representative should carry a number of these cards in his pocket and should write

DETROIT
OFFERS YOUR

CONVENTION or TRADE SHOW

THE WORLD'S BEST
FACILITIES!



Over 9 acres of almost totally unobstructed space will be ready for your convention, exposition or trade show in Detroit's Cobo Hall in 1960. No better facilities exist anywhere. Ask about our Cobo Hall package of services; it will solve all your equipment and labor problems.

EQUIPMENT FOR ANY SIZE SHOW

• FURNITURE	• BOOTH EQUIPMENT
• DECORATIONS	• DISPLAY ERECTION
• STORAGE	• LABOR CONTRACTING
• CLEANING	• DISPLAY BUILDING

FACILITIES in Detroit, Philadelphia, Chicago, New York, Atlantic City and Cleveland
Supplying Equipment For The Nation's Largest Trade Shows and Conventions Since 1933.

NATIONAL

EXPOSITION SERVICE
INCORPORATED

1601 W. LAFAYETTE BLVD.
DETROIT 16, MICHIGAN **WO. 1-9044**

information upon them as it is developed in conversation with a prospect.

After the show these cards may be carefully gone over in the central sales office and information written thereon tabulated according to the purpose intended. Usually they can be segregated according to location of the prospect in sales districts and the cards sent to the district office covering the address of the prospect. A salesman may follow up the lead with a personal call, or a cordial letter may be sent to acknowledge the prospect's visit to the booth at the show. Often a small gift is given at the time of a personal call. Our company has presented a pack of playing cards on a few occasions.

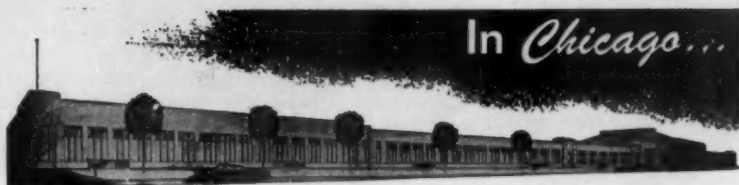
As a follow-up after one Oil Heat Institute exposition, an elaborate and well-executed booklet was planned. A framed opening appeared on the front cover with the caption: "Picture Yourself a Gulf Solar Heat Dealer." At the exhibit booth the prospect's photo was taken by a professional photographer. These were inserted in the booklet and sent to the proper sales office to be presented by the local Gulf salesman. A small gift accompanied the booklet and photograph. It was well received.

While impressions are still fresh, a careful report should be written by each representative on his particular activity or investigation at the convention. From these a composite report should then be compiled by the exhibit captain, or whomever the sales manager should designate. This full report serves as a gauge for measuring results attained at this year's show and for guidance in planning the next year's exhibit.

Here are the subject headings from a typical report from one of Gulf's Division Sales Offices on a representative show:

- Name of the show
- Location
- Dates
- Purpose of exposition
- Exhibitors
- Number of registrations
- Gulf exhibit
- Technical papers and meetings
- Competitors' exhibits
- Special information
- General comments
- List of prospects who are interested in Gulf's products

It is possible to follow results still further by requesting periodic reports



There is No Reason Why...

Your Very Next Convention
or Sales Meeting Should Not Be
in The Internationally Famous

International Amphitheatre

Chicago . . . the convention city . . . is the natural spot for your next meeting. The International Amphitheatre has the facilities to accommodate meetings, conventions and exhibitions of any size.

- 585,000 Sq. Ft. Exhibit Space
- Air Conditioned Arena Seats 13,500
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- Parking for 7,500 Cars
- Individual Halls 4,000 to 180,000 Sq. Ft.
- 15 Minutes from the Loop

Direct Your Inquiries To
M. E. Thayer, General Manager

Meetings?
Any Size

Many Smaller Rooms
Available . . .
Adjoining Nationally
Famous Restaurants



Adjoining the Amphitheatre . . .

Stock Yard Inn

A charming atmosphere housing some of the world's most famous restaurants. Complete facilities for sales meetings, banquets and special dinners for groups of 25 to 800. It will pay you to write for literature, plans and banquet menus.

Direct Inquiries To
Mr. Robert Foss, General Manager

International Amphitheatre

42nd to 44th Streets • Chicago 9, Ill.

One Of The Main Reasons Why Des Moines
Hosted Nearly 500 Conventions Last Year...

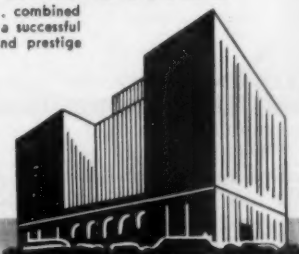
HOTEL FORT DES MOINES

Des Moines' central location and complete facilities . . . combined with our outstanding accommodations . . . assure you of a successful business convention or sales meeting. Iowa's leading and prestige hotel offers you

- 425 attractive modern guest rooms
- Air-conditioned rooms and suites available
- Accommodations for groups from 10 to 1,000
- Free TV and radio—closed circuit TV
- Unlimited parking space in conjunction

Telephone CHerry 3-1161 • Teletype: DM 87
ROBERT W. STANLEY, Sales and Convention Manager
JOSEPH E. WHALEN, General Manager

Another Friendly BOSS Hotel



from the field on actual business obtained through contacts with prospects at the show. Some companies provide for this, notably Westinghouse.

Full results from trade expositions

can be secured only by total participation — leaving no stone unturned in order to aid the sales effort. Then, and only then, can an exhibit be said to have been used effectively as a sales tool. ♦



EDWARD R. LOVELAND, executive secretary of American College of Physicians, sees himself paged. He picks up phone attached to monitor to hear his message.

TV Popular Pager at Medical Meetings

Silent screen shows names of doctors who are wanted during sessions. Phone beside TV receiver connects doctor to message center. Two pharmaceutical firms now sponsoring pager at parleys.

CLOSED-CIRCUIT TV makes a good paging system. It has been used successfully at medical conventions.

Wherever doctors go, they must remain in reach of urgent messages that may come from patients, hospitals or colleagues. With this in mind, Special Projects Division, Giantview

Television Network, worked with two pharmaceutical manufacturers to develop the system. It brings messages to physician-delegates speedily and silently. It eliminates necessity of leaving meetings to check in at a central information desk.

Video paging system was intro-



IN BATON ROUGE

200 rooms of quiet luxury at Louisiana's largest, finest motor inn



THE
Bellemont
MOTOR HOTEL
7370 Airline Highway

Unmatched Southern convention locale. Completely air-conditioned meeting facilities serving from 20 to 900 guests. Full banquet service featuring three different types of cuisine in four magnificent restaurants. New swimming pool. All rooms with TV, air-conditioning. Makes any meeting a resounding success.

PHONE: ELGIN 5-3311

IN IOWA

HOTEL
Chieftain
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7 attractive air-conditioned function rooms for from 10 to 400 — full banquet service.

PHONE: 7701

HOTEL
Lafayette
Clinton

6 ideal air-conditioned function rooms serving from 10 to 375 persons — banquet facilities.

PHONE: CHappel 2-6161

HOTEL
Tallcorn
Marshalltown

3 handsome air-conditioned function rooms with banquet facilities for from 10 to 200 persons.

PHONE: 6641

CLOSED-CIRCUIT TV FACILITIES:
Adds flexibility, entertainment and additional interest to your meetings in these hotels —
PFISTER, Milwaukee; CORONADO, St. Louis; ROME, Omaha.

Fields Hotels

CONVENTION HOSTS ACROSS THE NATION!



IN NEW YORK

the ideal
convention
location—
"just a
step
to everything!"



HOTEL Governor Clinton

7th Ave. at 31st St.

A tower of hospitality with 1,200 guest rooms, centrally located opposite Pennsylvania Station. Seven beautiful air-conditioned function rooms serve from 10 to 500, with full banquet service. Will make your meeting or convention an event to remember.

PHONE: PENNSYLVANIA 6-3400
TELETYPE: NY 1-3202

In the Heart of ST. LOUIS

on fashionable Lindell Boulevard



HOTEL Coronado

3701 Lindell Blvd. at Spring

Internationally-renowned meeting place, with four beautiful air-conditioned function rooms for from 10 to 600 persons. Full banquet service. Guests enjoy the Midwest's favorite dining and drinking facilities. Convenient to everything in St. Louis.

PHONE: JEFFERSON 3-7700
TELETYPE: SL-287

IN MILWAUKEE

the great name
in hotels...
mellow
as history...
modern
as tomorrow!



HOTEL Pfister

Near Lake Michigan;
on E. Wisconsin Ave.

This famous hostelry near the shores of Lake Michigan offers meeting accommodations for from 10 to 2,000 persons, in 17 versatile function rooms... all air-conditioned, with full banquet service. Central location—convenient to everything in the "Home of the Braves."

PHONE: BROADWAY 1-6380
TELETYPE: MI-206

IN NEBRASKA

HOTEL Lincoln Lincoln

2 ballrooms and 12 air-conditioned function rooms serve from 10 to 500, with full banquet facilities.

PHONE: 2-6601

HOTEL Rome Omaha

9 attractive air-conditioned function rooms with banquet facilities for 10 to 400. Free parking.

PHONE: ATLANTIC 9354

HOTEL Lincoln Scottsbluff

Ideal meeting and banquet facilities for from 10 to 400 persons in the city's leading hotel.

Free parking.
PHONE: 91

EXCELSIOR SPRINGS MISSOURI

Business is pleasure
at this world-famous Resort...



The Elms HOTEL

only 28 miles from Kansas City

Perfect convention spot of the Middle West, located in the rolling green Missouri hills. 5 beautiful air-conditioned function rooms accommodate up to 600 guests. Full banquet service. All sports, new swimming pool, mineral waters, baths.

PHONE: MEDFORD 7-2181

IN MASSACHUSETTS

HOTEL Commander Cambridge

8 function rooms for from 20 to 200—full banquet service.

PHONE: KIRKLAND 7-4800
TELETYPE: WO-187

HOTEL Beaconsfield Brookline

Ideal meeting and banquet facilities for from 10 to 250 persons.

PHONE: ASPINWALL 7-6800
TELETYPE: WO-187

HOTEL Bancroft Worcester

A wide choice of function rooms with full banquet facilities for from 10 to 800 persons.

PHONE: SWIFT 9-4141
TELETYPE: WO-187

FOR INFORMATION ABOUT ANY OF 28 FIELDS HOTELS,
PHONE LONGACRE 3-4444, OR TELETYPE NY 1-3202

EXECUTIVE OFFICES: HOTEL GOVERNOR CLINTON, N. Y. 1

Victor J. Giles, Director of Sales

FIELDS CONVENTION HOTELS IN THESE CITIES: New York, Brooklyn, St. Louis, Milwaukee, Miami, Brookline, Mass., Cambridge, Mass., Worcester, Mass., Excelsior Springs, Mo., Pasadena, Cal., Birmingham, Ala., Baton Rouge, La., Cumberland, Md., Omaha, Neb., Columbus, Neb., Lincoln, Neb., Scottsbluff, Neb., Clinton, Iowa, Council Bluffs, Iowa, Marshalltown, Iowa.

NEED TEMPORARY HELP FOR YOUR CONVENTION, TRADE SHOW, OR SALES MEETING?

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manpower, inc. for:

DEMONSTRATORS	STENOS
MODELS	BOOTH SET UP WORKERS
BOOTH ATTENDANTS	PRE-CONVENTION DETAILS
REGISTRATION TYPISTS	MAILING AND DUPLICATING SERVICE

Use our employees as long as you need them at low hourly rates.

manpower, inc.

OVER 100 BRANCH OFFICES COAST TO COAST

Write for free booklet, "100 Suggestions for Convention and Trade Show Exhibitors," to:

DEPT. C MANPOWER, INC. 820 N. PLANKINTON MILWAUKEE, WIS.



Next time YOU have a conference,
suggest the

**APPLE
VALLEY
INN**

IN THE GOLDEN LAND
OF APPLE VALLEY, CALIF.

Write, phone or teletype for
information: Apple Valley 7-7271,
teletype: Victorville Cal 8788
Glenn Stilling, Manager

In Lincoln . . . PERSHING AUDITORIUM Convention Magnet of the Midwest

attracting groups of all sizes annually to
the "Convention City" of the great plains

- Complete convention facilities
- Seats 7,000
- Banquet facilities
- 45,000 sq. ft. of space on two floors
- Downtown location near hotels and stores
- Large stage
- Completely air conditioned

LINCOLN—at the crossroads of America,
hub of culture, sports, shopping, recreation—
served by every type of transportation

For complete details, write: Convention Manager
Lincoln Chamber of Commerce LINCOLN, NEBRASKA



duced by Wyeth Laboratories, Philadelphia, at American Heart Association convention in October, 1958. It has since been sponsored by Sherman Laboratories, Detroit, at American College of Physicians convention in April and American College of Chest Surgeons in June. It served 7,000 delegates on three floors at American College of Physicians convention. Wyeth used it again at American Psychiatric Association meeting in April.

► At average seven-second intervals, a doctor's name is flashed on the TV screens. Doctor, who sees himself paged, can pick up a phone wired into the side of the monitor. His message is read to him.

Twenty-five monitors are linked by closed circuit with message reception center next to the convention's registration desk. Here, names of doctors to be paged are placed on continuous turntables which revolve in front of two TV cameras.

In addition to doctors' messages, TV circuit also carries meeting notices and convention news, weather announcements, lost and found notices and general news.

All paging is silent. Sound on the TV monitors is never turned on. At times when no doctors are being paged, special black cards are inserted on the turntables to keep the face of the sets dark and non-distracting.

Thanks to closed-circuit system, say Wyeth Convention Manager Jack Rothstein and Sherman Marketing Director Arthur Sherman, Jr., doctors for the first time did not have to depend on clumsy messenger services or report to a central point for messages. They were paged silently in every meeting room simultaneously. As a result, convention traffic, particularly around the information desk, flowed more smoothly and doctors received their messages with minimum delay.

► Costs ranged from 30 cents to \$1 per registrant. It depends on the size of the convention.

System proved popular with doctors. So much so that it is slated for use in at least a half dozen other medical conventions this summer and fall. ♦

TAMANA CA

1725 TULANE AVE. *Motel*
IN DOWNTOWN NEW ORLEANS

Phone EX. 5411 TWX No. 407X



NEW LINEUP of Austin-Western equipment is displayed at 100th anniversary celebration and distributor sales meeting.

When to Call "Help!"

When its executives were too tied up to devote time to meeting plans, and when plans had to be more ambitious than ever, this company tossed problem to its ad agency. Result: best meeting.

By HENRY P. LOCKHART
Assistant General Manager, Austin-Western
Baldwin-Lima-Hamilton Corporation

IF YOU HAVE an important sales meeting to conduct and an inadequate staff to produce it, don't try to handle it yourself. It rarely works. Put it in the hands of an expert.

We did just that. And our distributor sales meeting was the most important and successful one we've ever had.

We let our advertising agency, Gray and Rogers, Philadelphia, Pa., and Newark, N. J., be our guide. Under the direction of Robert H. Diller, Austin-Western's advertising and sales promotion manager, our agency created, planned and staged the meeting. It was held at Hotel Sherman, Chicago.

Meeting marked the first time we attempted to assemble all of our distributors in one place at one time. We invited all of them, foreign and domestic, to attend. In the past, we

had seen them singly at trade shows and industry meetings, at their own places of business and, from time to time, in small groups who visited our plant in Aurora, Ill. We wanted the meeting to accomplish a variety of purposes and to be outstandingly successful on all counts.

As a direct result of the meeting — ultimately attended by 250 key representatives of our distributors in the United States and Canada, plus several more from such distant places as Curacao, Mexico and Western Germany — we accomplished three important goals:

1. We introduced to our distributors 10 new machines that will be added this year to our line of earth-moving, construction and materials-handling equipment.

2. We raised the curtain on our

celebration of Austin-Western's 100th anniversary, an event which features our company's first sales contest.

3. We impressed on our distributors a new image of Austin-Western as a dynamic, forward-looking organization launched on a program to bring them an increasing share of the construction and materials-handling equipment market.

At the meeting, we wanted to dramatize the recent progress made by Austin-Western so that our distributors — upon whom we depend for the bulk of our sales — would have a real basis for high enthusiasm in the year ahead.

Ordinarily, we plan and conduct our own sales meetings. But this one was different. In the first place, there was only one time of the year, late in January, when we could hold the meeting. This is because our distributors, most of whom are members of the Associated Equipment Dealers generally attend that organization's annual meeting in Chicago. They could not be counted on to make a special trip at some other time of the year. It would double the expense and time they would be away from their offices.

We had scheduled for 1959 the addition of 10 new machines to our line of earth-moving, construction and materials-handling equipment. This is an offer in one year of more new equipment than we had added in any 25-year period in the company's 100-year history. However, none of the machines would be ready for display by the time of the January meeting. This posed a problem. How do you present 10 new pieces of capital

equipment without having a single piece of equipment to show?

There was a second compelling reason for going outside our own organization to prepare for this meeting: Each year, because of the traditional lull in business just after the first of the year, we have all of our 14 district managers—who represent us in the field to our distributors—come to Aurora to hear our detailed plans for the year. It is about the only practical time we can have them and it is always a tight compromise to be sure all district managers can be pres-

ent without jeopardizing business in the field.

District managers' meeting is generally held during the week preceding the A.E.D. meeting. But we had never tried to prepare for a comprehensive meeting with our distributors immediately following our meeting with our district managers.

Because all of our top management sales, finance and engineering people would be involved in the week-long meetings with our district managers, few of us would have time to make detailed preparations for the sales

meeting with our distributors. Yet, it had to be a smoothly run, effective meeting that would do a real selling job for Austin-Western.

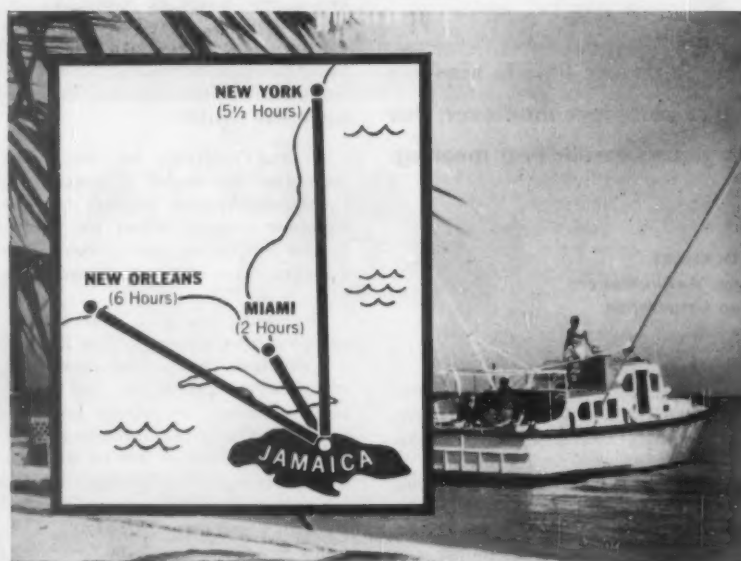
Also, all of our regular duties—sales, service, engineering, production, finance—must be carried out regardless of meetings with our district managers or our distributors. Taken together, these factors make for an over-worked calendar and a crowded clock.

Only way to handle it was to call in the agency. But results did more than save us time. They achieved the desired enthusiasm among our distributors, the number one goal. More than that, in working with us, our agency helped us clarify our own thinking, encouraged us to pin down policies we had long taken for granted but had not formalized and gave us—as well as our distributors—a new image of Austin-Western as a dynamic, growing organization.

An integrated program that could be carried out in a single day was created. We invited our distributors to come to Chicago a day ahead of the scheduled opening of the A.E.D. meeting. Most accepted immediately. The program permitted us to telescope our sales meeting into an after-

hold your convention in Jamaica ---

it's no place like home



Jamaica, so near and yet so "foreign", basks on America's doorstep just a short plane ride away. And the island has excellent facilities to handle gatherings of all descriptions. Costs are reasonable (anyone can save enough on "free port" purchases to pay for his stay!) And you certainly can combine business with pleasure, because in Jamaica, business is pleasure, too!

**for free color booklet and full information write
Jamaica Tourist Board, 630 Fifth Ave., N.Y. 20, N.Y.**

JAMAICA TOURIST BOARD. New York Office: 630 Fifth Ave., New York 20, N. Y.; Chicago Office: 37 S. Wabash Ave., Chicago 3, Ill.; Miami Office: 901 Ainsley Bldg., Miami 32, Fla.; Canadian Office: King Edward Hotel, Toronto, Ontario, Canada; Executive Offices: 78-80 Harbour St.; (P. O. Box 284), Kingston, Jamaica 7, W.I.

Now Iowa's largest
and finest . . . and close
to the auditorium!

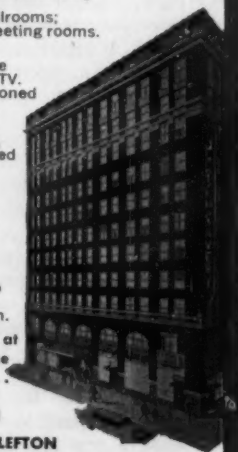
HOTEL SAVERY IN DES MOINES

. . . Middle America's favorite
convention city

- 3 large ballrooms;
7 other meeting rooms.
- 425 guest
rooms; free
radio and TV.
Air conditioned
rooms
available.
- Fine food,
experienced
catering
service.
- Closed-
circuit TV.
- Plenty of
adjacent
parking.
- 2 blocks to
Veterans
Auditorium.

You'll feel at
home at the
SAVERY . . .
a friendly
BOSS hotel

PAUL E. LEFTON
General Manager



noon session, and to follow this with an executive reception and a banquet. To add a feeling of social festivity, we invited distributors, their salesmen and wives to the reception and banquet.

The sales meeting itself—key event in the one-day program—was confined to an hour and a half session in the late afternoon. We covered a lot of ground in that short session.

Our vice-president and general manager, Charles M. Lippincott, greeted distributors, outlined the program for them and told them something of Austin-Western's first 100 years of building for the future.

Export Manager Elmer Frederickson welcomed distributors from Canada and other foreign countries. He depicted our export operations as a source of prestige for Austin-Western products which are building an enviable reputation against all competition in world markets.

Robert D. Bass, assistant secretary-treasurer, spelled out our flexible financing program and announced a new arrangement whereby our distributors can display more Austin-Western equipment on their showroom floors with a smaller cash outlay.

A. Merrill Smith, our field sales

manager, reported on additional field sales and service help our distributors will get from Austin-Western. It includes services of several new equipment-sales specialists who will supplement our expanded force of 14 district managers.

Diller pin-pointed coverage each distributor would get in his own territory through integrated direct mail advertising and a schedule of space advertising that uses regional as well as national publications.

When distributors entered the Louis XVI Room at the Hotel Sherman,

they were met with a view of a 50-foot stage backdropped by an upright eight-ft. high and 45-ft. long. This was topped by a colorful header bearing the phrase "... building for the future," a replica of our 100th anniversary emblem and the name of Austin-Western and Baldwin-Lima-Hamilton Corporation.

Display was designed and built so that each panel can be used separately or in combination with any of the other panels at regional sales meetings and trade show exhibits. Illustrations, mounted on separate,

Meeting in Detroit



Why split up your group?

you can house all your people together...
hold all your exhibits on one floor... at the

SHERATON-CADILLAC

DETROIT'S LARGEST HOTEL

For a successful convention or sales meeting—hold it at the Sheraton-Cadillac! Gives you all the specialized equipment and services of Detroit's biggest hotel—plus one-floor convenience for your exhibits. With all members housed at hand, group interest stays high—meetings pay off in sales results!

- Grand Ballroom (Detroit's largest hotel ballroom) seats 1,000 for meetings, 800 at banquets.
- 17 function rooms offer accommodations for 10 to 1,000 persons.
- 15,000 sq. ft. of exhibit space available—on one floor, assuring a more convenient and impressive show.
- 1,200 attractive guest rooms, all with radio and TV.
- 4 fine restaurants, 3 bars for relaxation and entertaining.
- All guest, public, function rooms, exhibit areas fully air-conditioned.

*Detroit's only completely
air-conditioned hotel.*

Mr. William Goldsberry, Sales Director
Sheraton-Cadillac Hotel, Dept. A-7
1114 Washington Boulevard, Detroit, Michigan.

Please send me your Convention Brochure
with all details.

Name _____ Title _____
Company _____
Address _____
City _____ Zone _____ State _____

THE SHERATON-CADILLAC HOTEL

1114 Washington Boulevard, Detroit, Michigan • Phone Woodward 1-8000



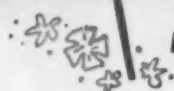
South's Supreme Hotel with a Personal Touch

- ★ Atlanta's largest Exhibition Hall—seating 2500, located at ground level, no elevators required and completely staffed and equipped.
- ★ Banquets—20 to 2000.
- ★ Twenty-seven (27) meeting rooms adjacent.
- ★ Five (5) restaurants in latest vogue.
- ★ Nation's finest floor of meeting rooms.
- ★ Fabulous Empire Room with dining, dancing and star entertainment.
- ★ Arcade Shops of latest decoration.
- ★ Suites furnished in imported fabrics and collectors' items.
- ★ Summer Garden dining and dancing. Rainbow mystic lighting surrounds you. Entertainment is the fastest 50 minutes in show business.

A small City, within
itself, with Southern
hospitality flowering.



Atlanta Biltmore



MOST EXCITING CONVENTION AREA IN THE WORLD . . . !

Plan your convention for the one area in the world that has everything. Make Hawaii the prize of your sales incentive program. For here are flawless climate, scenic beauty, and every conceivable facility for fun and down-to-earth business.

There are convention halls and rooms of rare beauty and efficiency. Exotic food to sample, and no other resort area in America offers such reasonable rates.

For a rousingly successful meeting plan it in Hawaii. Or, if it is in one of the western states, schedule a post-convention tour to these enchanting islands.

For more information about the world's most exciting convention area, write or wire:

HAWAII VISITORS BUREAU

2051 Kalakava Ave., Honolulu, Hawaii
618 Wrigley Bldg., Chicago, Illinois
212 Stockton St., San Francisco, California



PRESIDENT

HOTEL • MOTEL

On the Boardwalk • Atlantic City

UNSURPASSED CONVENTION FACILITIES

To assure convention success!

... combining every fine hotel facility and service with the features of deluxe motel convenience and informality!

Indoor & Outdoor
Seawater Swimming
Pools—ice skating—coffee
shops—drugstore—barber
shop—turkish & health baths.

Hotel: 500 rooms
Motel: 150 rooms



For information write Lois H. Steckel, Sales Mgr., or phone Atlantic City 4-5151

detachable panels, can easily be changed to suit needs of special meetings.

Upright solved the problem of presenting 10 new pieces of capital equipment that were not available for display as machines.

As chief sales executive for Austin-Western, it was my pleasant duty to take the stage and use the display to illustrate and dramatize announcement of new equipment.

► Display was divided into sections, each devoted to graphic illustration of a different product line. At the start of the meeting, draperies covered all illustrations. As I moved down the stage, I unveiled first one panel, then the next, describing equipment shown on each.

Diller used the final panel of the display to illustrate Austin-Western's 1959 advertising and sales promotion program designed to promote industry-wide interest in the new equipment.

Finally, Austin-Western's first sales contest for distributor salesmen was outlined by a representative of the E. F. MacDonald Company, specialist in sales contests for business and industry.

Gray & Rogers had written and produced a colorful 12-page booklet entitled "Austin-Western, 100 years . . . building for the future." Agency also designed and produced a sales meeting kit, laid out in the same format as the booklet and printed in the same colors. Booklet and assembled sales meeting kit were handed out to all who attended the meeting.

► Kit contained copies of the talks that had been given during the meeting, photographs of the new equipment we had announced and the 12-page booklet. In addition, specification sheets on the equipment that was available immediately and a new grader catalog had been prepared by Diller. These, too, were included in the kit. Copies of the kits were also mailed to over 1,000 distributor salesmen, immediately after the meeting.

During the meeting, Merrill Smith announced our 100th anniversary gift to the distributors. It was an illuminated sign for their sales room or parts department to identify them as authorized Austin-Western distributors.

Our distributors, many of them accompanied by their wives, then attended the reception. Many key executives from our parent company, Baldwin-Lima-Hamilton, and Austin-Western officiated as hosts. The face-to-face contact was, I am sure, helpful in improving our relations with

our distributors. I know that it gave me a chance to talk with many distributors I had not seen for some time.

► That evening we entertained distributors and their wives at a banquet to formally recognize Austin-Western's 100th anniversary. I served as toastmaster for the banquet. When the evening ended, I knew the meeting was a success. Everyone was enthusiastic.

One-day program will be backed up throughout the rest of the year by an equally well-integrated program. It is part of the over-all design developed by the agency for our 100th anniversary year.

Decalcomania of our 100th anniversary emblem will appear on every machine produced throughout 1959.

Same emblem will be carried in our space advertising, on our sales promotion literature and on business gifts (lighters, watch fobs and the like) which we provide for our distributors at cost. Sales contest will continue to enliven our distributor sales force.

To our distributors, Austin-Western has a new face, a new personality with the vigor and imagination needed to meet the increasing competition ahead. Most important of all, I think, is the new image we developed of ourselves while preparing for the 1959 distributor sales meeting.

To inform, to dramatize, to inspire — these are certainly the goals to which every sales meeting should aspire. All three were accomplished in abundance at our 1959 distributor sales meeting. ♦



"The boss suggests we meet like this since our group discussions never seem to get off the ground anyway . . ."

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AIR-CONDITIONED Virginia Room, on main lobby floor, seats up to 1,000.

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8 additional AIR-CONDITIONED CONFERENCE ROOMS.

500 OUTSIDE ROOMS, EACH WITH PRIVATE BATH.

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Can't Decide on Show? Ask Your Customers

F. J. Stokes Corp. didn't know which industrial show would be best to exhibit its line of pharmaceutical machinery. Asked its customers which shows they planned to attend. Based decision on returns from questionnaire. Considered show location in choice.

COMPANIES run up against a perplexing problem when trade shows tend to duplicate parts of their audiences. Should the company risk missing customers and prospects by exhibiting in only one show? Or should it go for broke and hit them all?

F. J. Stokes Corp., machinery manufacturer, faced with this situation, tried to come up with a satisfactory answer. Company had several shows to choose from for its pharmaceutical line—tableting presses, mixers and coating and polishing pans. It narrowed the choice down to three—AMA National Packaging Exposition, Packaging Machinery and Materials Exposition and Exposition of Chemical Industries. All three tend to duplicate each other as far as pharmaceutical attendance is concerned.

Company decided to conduct a mail survey among its customers and prospects to determine which shows they planned to attend. It would then exhibit in the show or shows which would give maximum coverage.

Results of the survey were disappointing, reveals V. N. Musmanno, Stokes advertising manager. Out of 1,745, only 108 or 7.2% replied. Yet company felt this was a sufficient cross section to get the information it wanted.

Survey shows the following results:

Company officials drew the following conclusions:

1. By exhibiting only at the Chemical Show, company will reach people in categories 3, 5, 6, and 7, or 51% of total.

2. By selecting both Chem and AMA shows, company can reach 89% of total.

3. If company selects Chem and PMME shows, total audience reached will be 73%.

Survey confirmed opinion already shared by company executives, says Musmanno. Chem Show for its pharmaceutical line is the strongest of the three.

Next step was to determine what to do about the AMA and PMME shows. Survey shows that the AMA show will draw 21% of the people as against 5% for the PMME show. Company then considered geographical location. Both the Chem show and PMME show are in New York City within a few weeks of each other. It is safe to assume much duplication of audience between the two, says Musmanno. Company eliminated the PMME show.

Thus it boiled down to whether

	Total Number	Percent of Total
1. Will attend AMA show only	23	21%
2. Will attend PMME show only	5	5%
3. Will attend Chem show only	21	19%
4. Will attend both AMA & PMME	18	17%
5. Will attend both AMA & Chem	4	4%
6. Will attend both PMME & Chem	24	22%
7. Will attend all three shows	7	6%
8. Other shows	6	6%

it is worth exhibiting in the AMA show in Chicago in addition to the Chem show in New York City. Exhibiting in the AMA show, Stokes would increase total coverage 38%.

► Officials decided company's new product development is not strong enough to warrant exhibiting in both

shows. Chem show is it.

Stokes executives feel they have made the right choice. Since company must enter shows in different industries, selection of one or two best shows for its marketing needs is important. And what better method of selection is there than asking your customers? ♦



EDWARD ANDERSON, Northern California ad manager, finds his famous artwork print. Each carries salesman's name, quota, and a humorous caption.

Quotas with a Smile

When TV Guide had to give quotas to salesmen at national meeting, and point out target accounts, it did it with humor. It got message across, provided a reminder—and for few dollars.

LIGHT, HUMOROUS TOUCH can often solve an important sales problem.

When TV Guide magazine started to plan for its national advertising sales meeting recently at Skytop Lodge, Pa., Advertising Director Michael J. O'Neill wondered how to present ad salesmen with their new quotas for the year.

O'Neill discussed the problem with Promotion Director Eric Larson and his staff. Sales meetings would draw regional and edition advertising man-

agers and representatives throughout the country. Each rep had his own particular sales problem; each office had a special hurdle it was trying to conquer.

► Magazine's people reasoned that the best way to handle the quota matter and still get home the importance of tracking down specific advertisers, was to use a tongue-in-cheek approach. They recalled the recent campaign by Campbell-Ewald advertising agency. Magazine campaign

**NOWHERE IN THE WORLD
CAN SO MUCH BE
ACCOMPLISHED WITH
SO MUCH PLEASURE**

SWIM!...in our colorful outdoor pool or luxurious tropical indoor pool...or (in season) ocean bathing right at our door!



SKATE!...on our spacious, colorful, artificial outdoor rink night and day during the winter months.

RELAX!...in our modern Health Club under a soothing massage. Ease away unwanted pounds in the steam room.



DANCE!...in the gay, sophisticated Submarine Room to the music of top flight orchestras.

DINE!...in a choice of distinguished restaurants featuring truly fine food.



SALES MEETINGS, EXHIBIT SPACE AND BANQUETS? THE TRAYMORE'S FACILITIES ARE UNEXCELLED IN ATLANTIC CITY.

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New Jersey
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ONE OF A SERIES:



THE *Hollywood Beach* salutes

F. Reed Wills started his career in finance in 1917 with the Manufacturers Finance Company of Baltimore. After holding various positions in finance in Baltimore, New York and Buffalo, he took over and reorganized the Allentown Wimsatt Thrift Company, which became the predecessor of General Acceptance Corporation.

In 1933, General Acceptance Corporation had a capital and surplus of \$160,000. By 1941, Mr. Wills had built this up to \$1,250,000 and then proceeded on a program of acquisitions and mergers. In the 18 years that followed, he developed the company to where it presently operates 200 offices from coast to coast and has resources in excess of \$137,000,000.

In 1958, General Acceptance Corporation held its Supervisors' Meeting at the HOLLYWOOD BEACH HOTEL.

BEN TOBIN, President

RICHARD H. FREY, Vice President — Sales

F. REED WILLS
President
GENERAL ACCEPTANCE
CORPORATION



HOTEL/GOLF CLUB
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Perk up your program!



ADD A CRUISE TO NASSAU! via 1/3 FLORIDA from Miami

\$54 up
ALL OUTSIDE
STATEROOMS!
ROUND TRIP \$39 up

ARRANGE for your members to come a few days early—or stay later for needed relaxation—and grab this chance to see colorful, foreign Nassau! 3-day cruise includes two nights at sea, two days and a night in Nassau.

AIR-CONDITIONED dining room and cocktail lounge. Dancing to ship's orchestra. Entertainment. All meals—the ship is hotel all the way.

FOR COMPLETE INFORMATION WRITE



P&O STEAMSHIP COMPANY

P.O. BOX 1349
MIAMI 8, FLORIDA

on behalf of the agency featured the works of famous masters. Each carried a humorous cut line.

"Why not use the same approach for the sales meeting?" O'Neill suggested.

A delegate was dispatched to the art section of a department store. He was instructed to select about 40 prints of works by such masters as Van Gogh, Roualt, Toulouse-Lautrec and Winslow Homer. Prints are available in any art store and sell for about \$2 each.

Each print was then checked for its possible application to a salesman, office or account. It took many hours to choose the proper print for the particular salesman.

Ad manager in a West Coast city, for example, was trying hard to land a big food advertiser.

Group selected a print for him which showed two old fishermen—one using a sextant. "I think we're getting a little closer to (name of advertiser)," the caption said. Salesman's quota was listed at the bottom of the caption.

A Toulouse Lautrec print was given to a salesman trying to land a national shampoo manufacturer. Print showed a gent talking with a couple of attractive young ladies in a Paris sidewalk cafe. Caption read: "Monsieur, you say you'll be able to get us in those shampoo ads."

Another print showed a man with a long beard. Caption said: "Look Sharp, Feel Sharp. Aw, the hell with it."

Next problem was to select a suitable place and time to display the art work. It was decided to stage a clothes line exhibit in the reception room before the final dinner of the sales meeting.

Delegates had no advance word on the exhibit. But when they walked into the reception for cocktails, they immediately saw the large display of prints, each captioned and directed to a particular salesman.

They moved from print to print for almost an hour. End result was that the salesmen accepted their quotas in good fashion and immediately caught the significance of the humorous captions. They had additional reminders because they took the prints back home to show their families and office associates.

Ad Manager O'Neill was not overlooked when it came to having a print to take home. He was surprised when he received a print signed by all the ad salesmen. It bore his familiar telephone sign-off phrase to salesmen: "Get back to you later." ♦



AT&T USES color transparencies for major display in air and rail terminals. Company feels color recreates emotional warmth of a phone conversation.

Color Photography in Exhibits

New techniques make spectaculars possible even under adverse light conditions. Just scratching the surface of potential use, says expert. New ideas developing daily to create new effects.

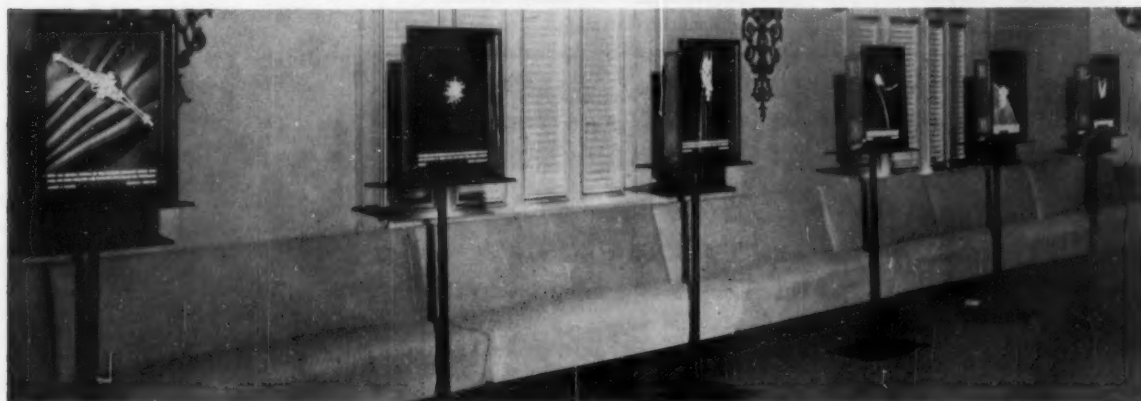
By JOSEPH H. SNYDER
President, Color Corporation of America

EVER SINCE Confucious said that one picture is worth 10,000 words, it has been a recognized fact that a picture is one of the best media to convey a message. In the last decade, however, color photography has put real authority to this statement.

Today, it is a rare company, indeed, that would dare introduce a new product to either its direct customers or to the general public without liberal use of color. It predominates in national magazines, it is gaining a foothold in newspapers, and

last, but not least, over 600 hours of color a week are now scheduled on television. Only in the last five years has color photography become significant in the display, exhibit and sales meetings fields.

Last few years have seen many



COLOR TRANSPARENCY enlargements are used for annual Diamonds International Awards display.

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finest
Commercial-
Convention Hotel



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- BALLROOM FOR 1100 • EXHIBIT AREA
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Jacksonville, Florida

In the Heart of Downtown Jacksonville

Conceived and engineered as the ultimate in commercial-convention hotels, the Robert Meyer presents a unique "custom tailored facilities" concept... to make your 1959 executive or group meetings the very finest you have ever staged!

- One-floor "convention center"
- Meeting and banquet rooms for from 25 to 1100
- Theater lighting; closed-circuit TV
- 550 outside, air-conditioned rooms
- Radio, TV and Hi-Fi in every room
- Drive-in registration—elevators to rooms
- Inside parking for 250 cars
- PLUS a willing, experienced convention staff!

Write today for full information, rates and availabilities—
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Robert B. Neighbors, Vice President - General Manager

exciting developments in the field of color reproduction. Improved techniques and materials have enabled the production of such spectaculars as the 80 by 20-foot photograph of Diamond Head at Cincinnati Music Hall.

An important pioneer in the use of color photography has been American Telephone & Telegraph Co. This company has used color photography in many forms: for space advertising, giant terminal displays, stockholder meetings, trade shows, point of purchase material. Why AT&T uses color so extensively can best be summed up in the words of Will Whitmore, advertising and sales promotion manager: "We're selling telephone service. A telephone conversation between two people, whether a few blocks or a hundred miles apart, is essentially an emotional experience. To motivate people to subscribe to the service and then use it frequently, we need to re-create the emotional warmth of a friend-to-friend conversation. We think color photography does just that—in every medium."

In line with this thinking, AT&T through its agency, N. W. Ayer, developed a program of spectacular displays in major rail and air terminals across the country. It was decided that photography, and especially color photography, could best achieve the objectives, because of its believability. However, competition from other displays and general activity in terminals convinced everybody that not even the most beautiful photograph itself would be enough to command attention of hurried and harried traveler.

Therefore, it had to come up with something really spectacular. Working with Ivel Construction Corp., Ayer developed several possibilities before settling on one that had been tried and rejected by others some years ago. By constant testing and perseverance during development, the double image "scrim" system was made to work with large color pictures.

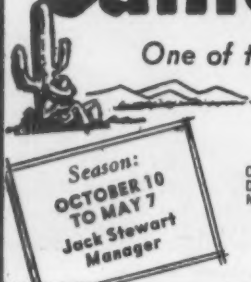
Basically, this is a color print which is perforated with small holes in a carefully arranged pattern. A transparency is then mounted directly behind the perforated print. When light is thrown on the front surface only, the image on the opaque print is visible to the eye. Perforations themselves are not visible to the eye. Then when the front light is switched off and lights are turned on behind the transparency, the second image shows through the pattern of perforations. Enough of the transmitted light "spills" over the opaque print so that the front image is not visible to the viewer except when lit.

Camelback Inn

One of the world's Great Vacation Resorts

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Golf at adjoining Paradise Valley Country Club



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Beautiful Modern Meeting rooms
accommodating groups up to 250

This type of display not only attracts more than its share of attention, but also supplies a mystifying element to the viewer, since with no mechanical motion, he first sees one picture and then another.

► Another pioneering use of color photography by AT&T produced equally impressive results. This design necessitated considerable laboratory work before it became a reality. However, it was well worth it. I believe it is among the outstanding displays in the world.

After studying the layout of Newark Airport, which is long and relatively narrow, AT&T decided to lease a space 15 ft. high by 40 ft. long to completely dominate the east wall. However, because of bright daylight streaming into the terminal, use of transparencies was deemed impractical. Since the company wanted to use color, some method to animate color prints had to be created first.

Technique arrived at was not new — but its imaginative use was. Within a 15 ft. by 20 ft. framework of plate mirror, a series of 2 ft. by 10 ft. moving trylons were installed. One surface of the trylons was faced with mirror so that the entire area was one huge mirror reflecting the length of the terminal. It provided a "color picture" in full motion to the passerby. Other two surfaces of the trylons were faced with pairs of 8 ft. by 10 ft. color prints and sequential copy messages.

When trylons turn, effect is a dissolve from one set of color pictures to the next. When the mirror surface turns, reflected light makes it virtually impossible not to look at the display.

► Another ingenious use of color photography was made by Johnson Motors at this year's motor boat show. It mounted nine giant transparencies on a turntable with actual motors in front of the pictures. Transparencies showed boats skimming across the surface of the water.

Johnson spokesman says: "At the motor boat show we had to compete with everything from sleek 60-foot yachts to pregnant little day-sailers — and all we sell is horsepower! We believe that color photographs help us create July's excitement in January by showing our motors in action on the water."

In another new development, a system has been perfected to introduce motion into still color transparencies. By using projected back light through revolving polarizing screens, many types of actions can be created — birds flying, girls waving, liquids flowing through pipes. While

this system of animation has high viewer attraction, its most valuable application is in areas of activating cutaway diagrams of complicated machinery and piping installations.

One large transparency with polarized animation was prepared for Pratt & Whitney Aircraft Div. through Technical Animations to show a cutaway view of a jet engine. This was exhibited at the Brussels World Fair.

Another was developed for Cities Service Company Toronto Refinery to show a complete trafilgar waste water treatment. And these two examples are just a few of the many being

found for this new medium.

"Old" conventional color prints and transparencies can be used in new and exciting ways, too. Annual awards luncheon for international jewelry designers, Waldorf-Astoria, New York City, offered a new use. Purpose of this exhibition is two-fold: to stimulate use of diamonds in jewelry design; to create publicity for De Beers Consolidated Mines, Ltd. In the past, color slides of winning designs were flashed, while a commentator described each piece.

This year a new technique was used. Winning designs were photo-

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about Chicago's incomparable Drake Hotel
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Now \$8,000,000 new! No hotel in the midwest can match The Drake for unsurpassed convenience, location, facilities. 4 major meeting rooms accommodating up to 800, plus 16 committee rooms for functions of 12 to 300. 700 guest rooms. 100% air conditioned. May we tell you more? Phone or write for brochure.

G. E. R. FLYNN,
Vice President—Sales
H. B. RICHARDSON,
Convention Manager



The Drake
HOTEL

LAKE SHORE DRIVE AND UPPER MICHIGAN AVENUE
SUPERIOR 7-2206 • TELETYPE NO. CG1386

graphed against backgrounds of colorfully textured fabrics arranged in dimensional form. These striking photos were then enlarged to 18 inches by 24 inches with descriptions and credits at the bottom. The transparencies were then mounted in especially-designed light-boxes and

arranged around three sides of the room, much like an exhibition of sculpture at an art gallery.

Thanks to a low level of surrounding light, these diamond creations stood out with a crisp brilliance that brought more favorable comment than any ever tried before. This display

was so successful that it has since been shown at Smithsonian Institute, Chicago Museum of Science and Industry, San Francisco Museum of Science, and Lobby of The Fontainebleau, Miami Beach, and is booked for numerous additional shows around the country. ♦

Extra Publicity for Open House



HERE'S a promotion "plus" when you plan an open house: Tie-in a fashion show with models against machinery background. Newspaper might use it on women's page and give you a new kind of publicity exposure.

Majestic Press, Inc., Philadelphia, introduced a new press to its customers and prospects with an open house. Because it offered its huge press as background to fashion pictures, it got publicity in the women's pages of *The Evening Bulletin* — and got inquiries, too.

The Bulletin was pleased. Rather than pay for fashion backgrounds, fashion editors look for the new and different — at little cost. Editors were able to set up some striking fashion

poses against the severe lines of the press at Majestic.

It's a good thing for any newspaper. They can line up their fashion pages at no cost for props. *Bulletin* recently followed up with visits to an ice cream plant and a lumber company.

Majestic Press timed the *Bulletin's* photography with the introduction of its four color Web Offset Press. Old Philadelphia was the theme of its open house. It was complete with displays, costumed hostesses, music, cartoon signs, food and drink.

Ten-minute tours of the recently renovated plant were part of the open house. And guests were able to watch the *Bulletin's* photography exploits. ♦



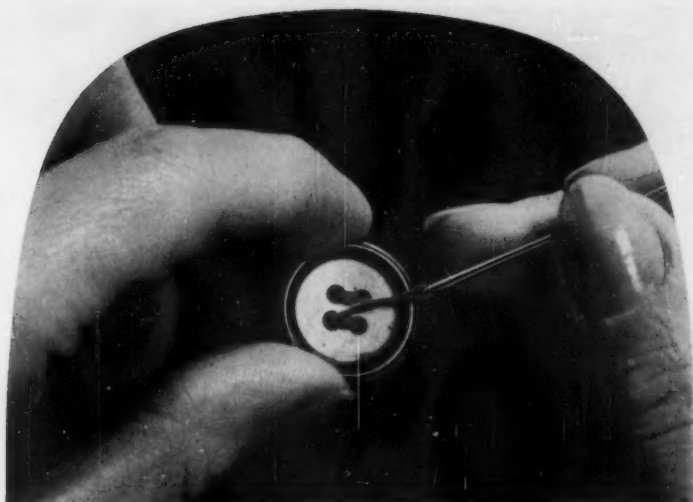
FASHIONS SHOWN against machinery background give promotion "plus" to Majestic Press' open house. Costumed girls, music lend a party atmosphere to it.

"From a coat button ... to Closed- Circuit TV

we know the 'extras'
are important!"



— says
PAUL MANGAN
National Convention Mgr.
Sheraton Hotels



"I really don't know which Sheraton 'extras' people appreciate more — the little ones or the big ones. I have sometimes felt that a guest speaker at a convention was as impressed by a stitch-in-time for his suit . . . as he was by the complex TV hook-up that carried his speech across the nation.

"The important thing is that you can rely on a wide variety of special services at Sheraton Hotels. This attention to extras is further assurance that your convention or sales meeting will be smooth-running and trouble-free."

Put your own sales-meeting problems into the capable hands of our Sheraton Sales Staff. These experts will arrange for meeting rooms and banquet halls, plan menus and entertainment — handle the hundreds of details to make your stay at a Sheraton Hotel a complete success.

FREE PLANNING GUIDE AND CHECK LIST of 149 items — to help your next banquet or convention run smoothly. Write to: Sheraton Hotels, National Convention Office, Sheraton-Park Hotel, Washington, D. C. And ask how Sheraton can help solve your specific problems.



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BALTIMORE, Md.
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Sheraton Hotel

PROVIDENCE, R.I.
Sheraton-Biltmore

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Sheraton-Kimball

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Sheraton-Syracuse Inn

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CHICAGO, Ill.
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DETROIT, Mich.
Sheraton-Cadillac

CLEVELAND
Sheraton-Cleveland

CINCINNATI, Ohio
Sheraton-Gibson

ST. LOUIS, Mo.
Sheraton-Jefferson

OMAHA, Neb.
Sheraton-Fontenelle

AKRON, Ohio
Sheraton Hotel

INDIANAPOLIS, Ind.
Sheraton-Lincoln

FRENCH LICK, Ind.
French Lick-Sheraton

RAPID CITY, S. D.
Sheraton-Johnson

SIOUX CITY, Iowa
Sheraton-Martin

Sheraton-Warrior

SIOUX FALLS, S. D.
Sheraton-Carpenter
Sheraton-Cataract

CEDAR RAPIDS, Iowa
Sheraton-Montrose

SOUTH

MOBILE, Ala.
The Battle House

LOUISVILLE, Ky.
Sheraton Hotel

The Watterson

DALLAS, Texas
Sheraton-Dallas

AUSTIN, Texas
Sheraton-Terrace
Motor Hotel

WEST COAST

SAN FRANCISCO, Cal.
Sheraton-Palace

LOS ANGELES, Calif.
Sheraton-West

(formerly the
Sheraton-Town House)

PASADENA, Calif.
Huntington-Sheraton

PORTLAND, Oregon
Sheraton-Portland Hotel

(Opens fall 1959)

HAWAII

Royal Hawaiian
Princess Kaiulani
Moana
Surf Rider

CANADA

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Sheraton-Mt. Royal
The Laurentien

TORONTO, Ont.
King Edward Sheraton

NIAGARA FALLS, Ont.
Sheraton-Brock

HAMILTON, Ont.
Sheraton-Connaught



SANDURA'S new line of products is displayed for distributors at convention.



DISTRIBUTORS' WIVES could sit in on business sessions with their husbands.

Sales Gains Linked to Distributor Meetings

Sandura believes in "soft sell" sessions for distributors. They learn most from each other. Major speakers are imported from other industries. Goal of meeting: \$60 million in sales in '60.

"SIXTY IN '60!"

This was target set by some 450 distributors, executives and salesmen of Sandura Company who met in February at Hollywood Beach Hotel, Hollywood, Fla., for their annual convention. It represents the most ambitious undertaking in the history of the floor coverings company.

Distributors' convention served as spearhead for an intensive two-year drive toward a record \$60 million in sales in 1960. If this were reached, it would constitute a gain of approximately \$40 million — or three times more earnings — over 1958, and \$57 million above 1954.

During the past several years, this meeting has meant money in the till for Sandura. It has become one of the company's major operations. Management, headed by President J. Stokes Clement, Jr., is quick to point out that the booming sales which have been recorded during this span are closely linked to the convention.

Sales and earnings first began to gain appreciably in 1956, when the convention was inaugurated. They have been rising steadily since. Sandura, incidentally, was the initial firm in the industry to hold a regular meeting for distributors from throughout the country.

► Company officials believe that this convention may be unique in the sales field. Major differences stem from the atmosphere which prevails. For example, this year — even with tripled earnings at stake — "hard sell" tactics normally used in sales meetings were absent. No speech was directly concerned with telling distributors "how" to sell Sandura. This, management feels, is a matter to be resolved by the individual distributor himself. Sandura provides him with certain aids — advertising campaigns, television commercials, promotion drives — but it is the distributor's responsibility to exploit these as he sees fit.

Guiding principal of the annual convention is that distributors should have an opportunity to spend majority of their time meeting each other during informal business sessions and at their leisure to discuss common problems — "talking shop," as it were. This not only fosters comradery but also gives each distributor insight into techniques employed by his colleagues who are selling the same products.

Formal speeches occupy a relatively small part of proceedings. They contain concrete suggestions for remedying problems which have arisen during the past year and to inform distributors about new lines

**BOSTON
CHICAGO
DALLAS
DETROIT
LOS ANGELES
NEW YORK
PHILADELPHIA
ST. LOUIS
SAN FRANCISCO
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Planning a meeting? Whether you're thinking of a large meeting in one of these major cities or a smaller meeting in a resort area, you'll find American's specialists ready and happy to help you in your planning. For details and your free booklet, "Twelve Commandments for an Effective Meeting," write to: Mr. Frank Svoboda, Manager of Convention Sales, American Airlines, Inc., 100 Park Avenue, New York 17, N. Y.

JULY 17, 1959

**AMERICAN
AIRLINES**

The Jet Airline

131

of products. Others deal with the importance of individual initiative, which Sandura has found to be the key to increasing sales.

Major speakers are imported from other industries and areas of endeavor. In 1958, the principal speaker was Reverend Bob Richards, the champion pole vaulter. He spoke about his experiences in the Olympic Games, to stress the value of the individual continually striving for success.

At this year's convention at the Hollywood Beach Hotel, chief speaker came from an area that appears to have no relation with floor coverings industry. He was Mort Farr, former president, National Appliance and Radio Dealers of America. Why? Sandura has a franchised distributor system which is similar in operation

to the setup employed by most major appliance firms. Many problems which the company's distributors now face have been overcome by dealers in the appliance field. Farr presented detailed, rational solutions to some of them.

Other talks were made by Sandura's marketing and advertising executives. Here, too, "hard sell" approach was not employed. They spoke mainly about promotions that they will employ to aid their distributors.

Inside and outside the hotel, Sandura held special demonstrations for its distributors. One exhibit placed a strip of Sandran floor covering on the hotel's front walk; then a steam roller pounded over it. This novel demonstration displayed the product's strength. For another "eye-catcher" soot and dirt were dropped on San-

dran strips and wiped clean immediately. Through these means, distributors saw at first hand the product's reliability. They were encouraged to conduct tests along similar lines to attract customers in their home locales. Presented, too, was the "Futurama" display, which showed the company's newest line of products.

An interesting thing Sandura had learned during its three previous conventions is that the typical delegate likes to take his wife with him. For the Sandura wife and her husband, recreation facilities run neck-and-neck with service for a successful get-together. Therefore, the company considered its choice of site for the 1959 convention carefully. At the Hollywood Beach, wives had diversified activities to enjoy while their husbands attended business sessions. These included an 18-hole golf course, swimming pool, tennis, horseback riding, movies, yachting, fishing, drug counters, beauty salons, clothing shops and solariums.

Actual plans for this year's convention began nine months in advance. These included:

- Reserving and blocking out many private rooms for meetings, for dining, for entertainment.
- Care of broadcasting needs; with audio equipment and public address systems.
- Complete photo studios, carpentry and print shops.
- Experienced personnel to operate special facilities.
- Publicity arrangements, which included home town releases, on-the-spot photos and features and round-up stories.
- And, even baby sitter arrangements. This is a far cry from business but vital to such a convention where the family accompanies the man of the house.

For Sandura, the annual convention has become the "soft sell" kickoff for doubled barreled business activity and a large increase in sales revenue during the year.

Value of this year's convention will be measured in the sales returns of 1960. Company officials are optimistic that two years from now the meeting will be officially listed as a success. ♦

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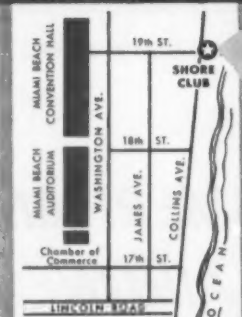
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Meetings • 25 to 2000
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Guest Rooms • 600



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Meetings • 40 to 400
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Guest Rooms • 400



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HOTELS

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Phone for Answers From Top Management

Home-office executives stand by while district meetings take place throughout country. Each district is assigned 15-minute period to call for answers to questions developed at meeting.

By G. W. NIXON
Manager, Sales Promotion, Lederle Laboratories

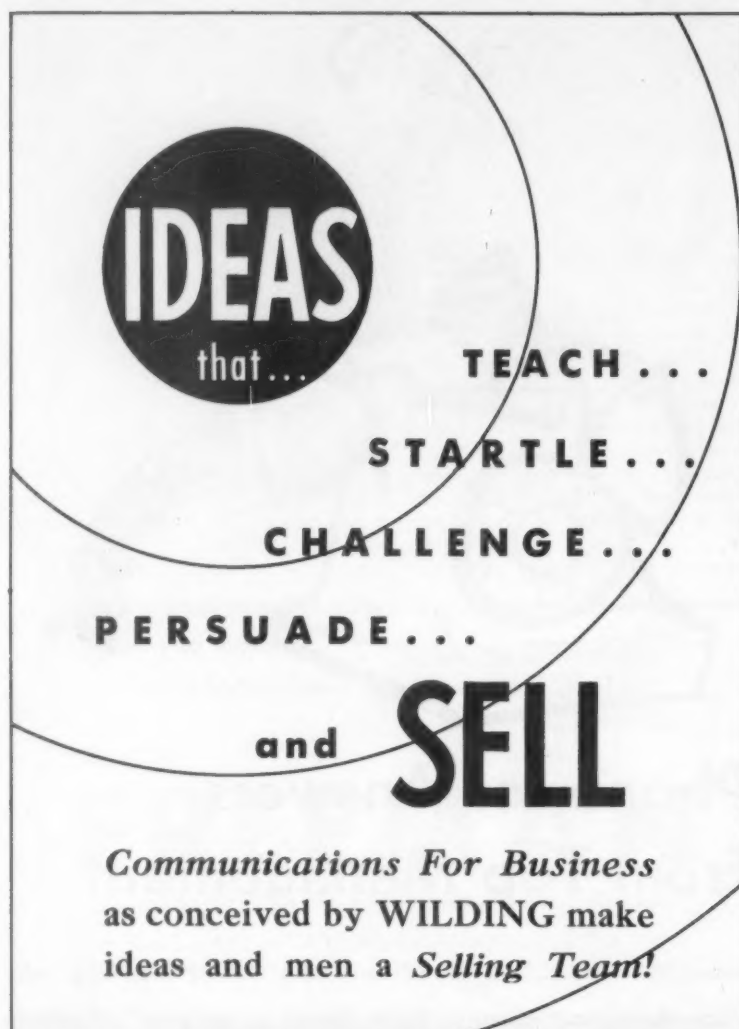
IF YOU HAVE a large field force . . . and it is spread across the country in small groups . . . and you have an important product or campaign to release . . . and you want to tell your story to all your men at approximately the same time . . . this use of the telephone may be just the added feature you are looking for to seal the sale in your plan:

Let's take a typical case, ours for example. We were about to release an important new product to the medical profession. All-day meetings were set up by our district managers for their groups of about 15 men in 58 cities coast to coast. Taking into consideration the four time zones in

the country, half of the meetings in each zone were scheduled for one day, the other half the following day.

Each district manager received complete information well in advance to cover the "how to" of all phases of running his meeting. On days meetings took place, there was only one unusual piece of equipment present in each meeting room. On the table stood a small telephone loud-speaker capable of amplifying a voice to the 15 men present. A tape recorder, such as you already may consider standard sales meeting equipment, was in evidence.

Upon opening his meeting, each district manager announced that during the program the voices of ap-




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PERSUADE...

and **SELL**

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as conceived by WILDING make
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- Banquet Facilities for 200

GURNEY'S Inn
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Nick Monte, Owner-Manager
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appropriate people charged with responsibilities of various phases of marketing this new product would describe the plans via a tape recording. These tape talks were purposely designed to be brief, allowing liberal injections of live discussion following each segment.

Other opening announcement was somewhat startling. Later in the day, after all present facilities to provide necessary information had been exhausted, these same top management people would be ready to answer any questions from the conference room at the home office.

During the day as meetings progressed, district managers, following the outlined program, were able to give a nearly perfect description of plans and what was expected of each salesman. But as can always be expected, a few questions were not answered to the full satisfaction of their groups. These were noted as they occurred.

Then, for example, at 3:45 p.m., C.S.T., the district manager in Omaha picked up his telephone and placed a call on the previously arranged private wire to the home office. Next voice heard in the meeting room was that of the director of marketing, clearly amplified for all to hear. In the home-office conference room with him were all the various members of management who had been heard earlier on the tape recording. As the district manager asked the questions, the member best qualified gave the answer.

Although most of the questions asked would not have seriously handicapped a salesman's effort if no answer had been given, we believe the real intent of the idea was accomplished. Every salesman in the country had a live, audible reason to believe top management was personally interested in his success. This extra personal feature could not have been accomplished any other way without considerably greater expense, travel and the one thing we could not afford, much more time.

Details of how it was done? Fifteen-minute time assignments beginning in the Eastern zone and progressing across the country to the Pacific zone were given in advance to each district manager. By dividing meetings into two separate days, we were able to give each district 15 uninterrupted minutes without too close scheduling.

Equipment? Available to suit your particular needs anywhere.

Cost? For this particular program total for line charges and special equipment was about \$1,000.

Results? Well worth it! ♦

See What Mags Can Offer

Most magazines will be happy to help you with your ad presentations at sales meetings. They can supply much—from printed programs to speakers. Check early; be realistic with requests.

GOING TO HAVE a session on advertising at your next sales meeting? Check with the magazines on your advertising schedule first. You may be pleasantly surprised at how much help—ideas, people and material—can be made available.

Publications generally jump at the opportunity to address your sales force. If salesmen can be sold on the value of magazine advertising, space schedules are more secure.

While on special occasions—and for special accounts—magazines will go to great lengths to stage a dazzling presentation for a sales meeting, even "standard" assistance can come in handy.

Life Magazine, for example, recently helped Monroe Auto Equipment Co., Monroe, Mich., produce its annual sales meeting. Monroe is largest manufacturer of ride suspension equipment in the world.

Meeting was based on "Power of Marketing." Instead of just presenting the company's marketing plans for the coming year, officials set up a school to teach salesmen reason behind company's marketing efforts.

Two Life staffers covered "The Power of Magazine Advertising" for one part of the meeting. Each Monroe salesman was supplied a Life cover with picture of himself on it. Caption across bottom of cover says, "Life Sells for . . ." (name of salesman). Cover picture was part of a portfolio which contained reprints of Monroe's advertisements in Life, "Advertised in Life" stickers, and hand-outs on why Life is a good advertising medium. Magazine also supplied a sound slide film to show the impact of Life's advertisements.

This is only one example of what Life will do for an advertiser's meeting. Magazine also has available display pieces, enlargements of advertisements, tent cards, string tags, and wallet calendar cards.

Look Magazine will participate in advertisers' sales meetings "when we're asked to do so," says Richard Malkin, assistant manager, markets and merchandising.

Look will not take over a whole meeting for an advertiser. But it will

give a presentation as part of a meeting. Companies frequently ask Look for meeting ideas. In this case, Look's contribution goes beyond its one presentation.

Look makes one qualification in all instances, reveals Malkin. "It is that our specific role not be prescribed for us but rather that we have freedom to make the agreed-upon points in our own way."

"Our primary purpose in participating at these meetings is to help the manufacturer educate and stimulate his dealers to make full use of his products and promotion advantages," says Malkin. "For this reason we do not limit our promotion of the company's media schedule to Look alone. Our concern is to be of real help to the manufacturer so we talk about his schedule in all media."

"Furthermore, drawing upon our experience with manufacturers in other fields, we frequently are able to make specific suggestions to salesmen that will help them sell more merchandise and to move more merchandise through their retailers' outlets.

"In every instance we translate the manufacturer's advertising coverage in terms of readership in each individual salesman's local territory.

"For example, at recent Union Underwear meeting, we prepared and distributed to each salesman a breakdown of readership in his territory by state, county and metropolitan area," Malkin says.

Coronet Magazine has been involved in many presentations for its advertisers' meetings. All are tailor-made to the individual advertiser's needs, says C. John Crockett, eastern advertising manager.

"We supply speakers quite frequently—mostly from Coronet's advertising staff. We supply copies of Coronet which are specially made up with the advertiser's message on the front cover. Message is also made up in a two-color gatefold tipped in opposite the second cover."

Coronet will supply blow-ups of ads, streamers and almost anything the advertiser needs, says Crockett. Magazine has also made up color slide presentations and flip-over easels.



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Conferences—large or small—are always more profitable in the relaxed atmosphere of The Manor's 3500 acre mountaintop estate. Our New Terrace Wing offers the finest in modern facilities. New Terrace Ballroom and Auditorium, additional conference rooms, Terrace Cocktail Lounge, complete banquet facilities. New indoor-outdoor Swimming Pool. 18 hole Championship Golf Course. Every sport in season. Finest accommodations, delicious meals.



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Grand Hotel

MACKINAC ISLAND
MICHIGAN



Nation's Business will supply reprints, collections of its material and copies of the magazine for distribution.

Magazine's sales representatives occasionally address gatherings of salesmen on the advantages of their company advertising in Nation's Business. Magazine's film, New Dimensions of Management, is often shown to groups. It explains something of the power which management-directed advertising carries.

"We would welcome the opportunity to contribute more often to advertiser's meetings," says George Bauer, Director of Promotion for Nation's Business. Reason is "we feel many salesmen are more interested in 'local' advertising than national advertising. We have developed exhibits to demonstrate 'local' coverage. We can deliver it in any given sales territory and we are eager to demonstrate this in practical terms at sales meetings. Furthermore, this helps to re-sell the advertising management on Nation's Business.

Newsweek will supply speakers and will prepare material in the form of merchandising pieces. On occasion it will print the advertiser's program in one of Newsweek's cover folders. "This is not only a service to them

but it provides good publicity for us," says Charles E. Kane, Newsweek's advertising director.

"Only on rare occasions have we been asked to prepare an elaborate presentation for some advertiser's sales meeting. At such times, it is usually the practice to tell the advertiser's sales staff what his advertising can accomplish in a given publication or, if possible, an entire field of publications."

While most magazines will provide some assistance with your meeting plans, one word of warning: Plan early! Let the magazine know long in advance what role it is being given and what you expect. If more than one magazine representative is to be on your program, make sure both know about it.

Another word of caution: Be realistic! Don't expect a three-ring circus from a publication just because you are an advertiser. It's plain common sense that the more advertising dollars you spend with a publication, the more inclined it will be to spend more time and money on its presentation at your meeting. But, there is a limit. Be realistic in your request and you'll generally get more than you expected in resourceful presentation. ♦

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EDGEWATER PARK, MISS.



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HALL TO ACCOMMODATE 700 DELEGATES

Everything under one roof — meeting rooms for small, Regional or large National groups, banquet and dining facilities. Beach — swimming pool — private 18-hole Championship golf course — dancing — planned entertainment. We specialize in personalized attention!

Johnny Revolita, winter golf pro

Write: FRANK FAGAN, Manager

N. MEISNER, Sales and Convention Mgr.



POLAND SPRING RESORT

Serving CONVENTIONS Half a Century
MAINE'S FAMOUS SPA

Easy to reach by TURNPIKE, Train or Plane
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Accommodations for up to 500
Known for good food and fine beverages.
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Write for DATES and colorful literature.
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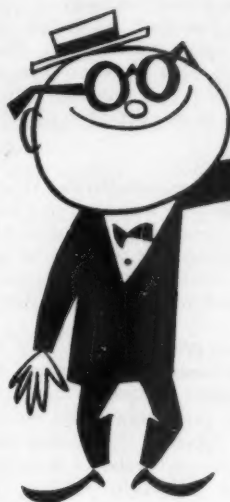


You'll get a "KICK" out of
our gay-ninety decor and
nostalgic Handle-BAR Room

Poland Spring Hotels, Poland Spring, Maine . . . Home of Poland Water



You may spend thousands of dollars a year to send your sales force to conventions. Do you get a fair return on your investment? Do your men know what they should or could do at conventions? Here's what you might tell your salesmen about their attendance at conventions. (Reprints of article below available at 20c each; 100, \$15.75.)



How to Sell at a Convention without seeming to sell

38 ways to make more than just "contacts" at the next convention you attend. How to plan and manage your time and talents.

By WILLIAM RADOS

Sales Training Consultant

SO YOU'RE going to attend a convention!

Why are you spending the time and money? To "make contacts," or, to make sales?

Recently, I attended a convention which cost each salesman on the average \$600. At the conclusion a speaker told the boys how to justify that expense when they submitted their expense reports. Now I feel that if these men had taken back some fat orders — or even a few good prospects — such detailed instructions would have been unnecessary.

There are many profitable reasons for attending the next convention of your trade or professional association. But the profit that counts on the P or L sheet is plus sales. So, if you're packing to leave for the convention, don't close your bag until you have inserted your specific plan to make sales!

Here are some ideas. See how many you can adapt to the benefit of your bank account:

Problem of selling at a convention is to curb your natural inclination to jump at the prospect. When a prospect spends his time and money to attend a convention, last thing he

wants in this world is to be high-pressured. So, reverse customary roles. Conduct yourself in such a manner that the convention goer will invite you to open up. That way you get a chance to turn convention investment into fat dividends. Among other things, this involves preparation. For instance:

Plan your sales campaign: You'll meet lots of prospects at the convention and when handled in good taste, a satisfying percentage of them will be willing to talk business. But exactly what are you going to talk about when the opportunity arrives? That's the prime question you should answer in preparing your campaign to cash in. So, let's review points to be planned in advance:

1. **Clarify your objective:** To make sure that you talk about the right things, decide on your specific sales goal. Is it to move slow items? Or to open up retail or wholesale distribution? Or build volume on the deluxe widget? Or what? Clarify your objective so that all possibilities may be explored and a decision made on the one best goal.

2. **Think of them as "prospects":** Not "friends." Not "satisfied repeat accounts." I use the word "prospect" as a reminder that every time you contact a customer you should sell.

Any other descriptions, such as indicated, tempt a salesman to relax his selling muscles. That's why accounts switch and sales are lost. Even if you are in an industry where many of your sales are to satisfied repeat customers, don't assume that they are automatically going to continue to buy without being sold. Expect to sell.

3. **Good taste:** I recall one convention where two consultants served as committee chairmen. One man made his committee's report to the assembly and sat down without the slightest hint that he would like to sell everybody in the room. He made a good impression—which helped him later. But the other man let his greed show. He included a straight out-and-out commercial for his service. The president's face turned red and you could almost see him thinking, "Who let in this repulsive creep?"

Whether you are on the program or just attending, convention etiquette demands that you refrain from putting the bee on everyone in sight.

4. **Pre-approach:** Typical convention draws too many prospects to enable you to contact them all individually, therefore be selective. In advance, decide which prospects you want most to contact. Then find out if they intend to attend and if not

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Montauk, New York

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18 hole championship course, professional clay tennis courts, Surf Club and pool... all for the exclusive use of guests and members. Fabulous fishing, of course.

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try to sell them on coming. At that time, make an appointment to meet them at the convention. But if this is not advisable or possible, plan to run into them "accidentally."

5. Set prospect quotas: One convention-wise sales manager assigns each of his attending men a quota of prospects. Where possible, these are pre-selected and special effort is made to contact them at the affair. Otherwise each salesman is expected to make an assigned number of so-called

"extended contacts" daily with likely-looking prospects.

6. Plan individual sell: After deciding on the pre-selected prospects, review their files to plan your handling of each individual.

7. Organize team selling: There will be occasions when you and your buddy from the company will contact a prospect simultaneously—maybe for lunch. For such inevitable opportunities, plan which man does what. Don't both work on him at once, and don't wait until the actual event occurs in an attempt to play by ear.

8. Introduce constructively: When you introduce your associate, give him a plug—in good taste. Mention his hobby or college for instance as an opener and thereby give the prospect a hook around which to start talking.

9. Get on program: Best way to get yourself known favorably and to invite immediate contacts is to get on the program, preferably in this order: (1) feature speaker, (2) after-dinner speaker IF you can deliver a message of substance with belly laughs, (3) conference, program or workshop chairman, (4) committee chairman, (5) committee member. Effort is worth the price: when you contribute to today's convention success, you get paid off tomorrow in orders. Here's how to handle yourself when you are on the program:

10. Soft introduction: Provide officer who introduces you on the platform with a written introduction. Make it brief. Make it non-commercial. Make it in big, bold type. Caution him to avoid temptation to plug the program by plugging you and your firm. If he does, you'll be suspected of having put him up to it. Every once in a while an amateur introducer embarrasses the speaker with an over-hearty build-up. So watch this.

11. Cooperate with publicity chairman: If he needs a glossy photo of you, supply it with a subdued biography. If there's to be press coverage or handouts, furnish publicity chairman with advance copies of your talk or report. But don't deal with the press directly. It's the publicity chairman's job to handle press relations in accordance with association policy.

Maybe your presentation will be taped, but even so, bring copies of your talk for distribution by the publicity chairman. Have extra copies

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Accommodations for 185 guests in a secluded club-like atmosphere only 15 miles to Phoenix. 70 acres of lawns and flowers. Magnificent golf course and other sports. 3740' Paved Airstrip. Superb food and well-trained service. Variety of meeting and conference rooms.

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Miami, Florida

for those inevitable members who ask you. If they approach you, fine; but don't make a pest out of yourself by chasing them.

12. Consider advance promotion: If you want certain prospects to know about your forthcoming part on the program, send them copies of the association's official advance publicity. With covering note. Most associations welcome all come-on promotion they can get, but there's usually some member who kicks up a fuss over what he considers personal publicity. Therefore, the wise move is to first clear this idea with the association.

Such advance promotion raises your status both with members who attend as well as the stay-at-homes, and helps you sell this latter group when you resume regular solicitation after the convention.

13. Candid shots: If your association's plans do not call for action photos, sell them on the idea of photographing all speakers. Appropriate committee should handle this and will welcome pictures for official proceedings distributed after the meeting. Basic reason for candid shots is that they enhance the prestige of the affair, including individual speakers—which is where you come in.

So much for getting the most mileage out of an official spot on the program. But even if you aren't on, there are other ways to properly advertise yourself. For instance:

14. Bring your wife: (This will be impersonal for a reason you will see in just a moment.) If the program includes organized ladies' events, bring your wife along, have her participate and if possible and she's capable, get her on the ladies committee. See that she's dressed at the level of the other women (whom you've seen at previous conventions of this group). If she's over- or under-dressed the other gals may act uncordial. Coach her on whom to meet, what to say, and to avoid the hard sell. And to avoid gossip. Of course, all bets are off if she's an irresponsible blabber mouth. (Nothing personal, as I said.)

15. Contribute door prize: Most association officers welcome door prizes as a means to get members into sessions on time. Value of furnishing the door prize is to advertise, plus possibility that a specially-good prospect may win it and open the door to a contact. But caution: sell the association on passing a rule limiting value of prizes. Otherwise next year your competitor may give away

a Thunderbird and where would that leave you?

16. Private giveaway: There's no reason why you couldn't hand out some pertinent service piece such as a data manual, tabulation chart, reprints of magazine articles, etc. Value should lie either in the novelty or usefulness, not the cost.

17. Advertise hospitality suite: If policy requires the "free lunch" in-

nord et sud

Search where you will, you'll have a hard time finding as charming a spot as Mont Tremblant Lodge for your next meeting! Here, at the foot of the Laurentians' highest peak, is a complete French-Canadian village with every facility, every service to delight your delegates. Comfortable accommodations for up to 300 persons... an experienced staff to handle all details... a wide variety of meeting rooms at your disposal... delicious food. In winter or in summer there is every opportunity here for work and play at one of the most famous resort clubs in the Americas. Rates are surprisingly modest, and your inquiry is respectfully solicited.



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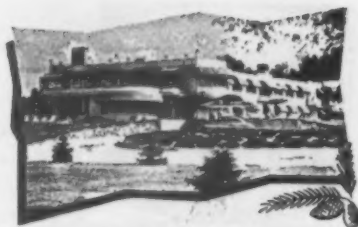
THE San Marcos HOTEL, BUNGALOWS & COUNTRY CLUB

LET'S TAKE A LOOK AT THIS UNUSUAL ARIZONA PICTURE
(in the Greater Phoenix Area)

- One of the most effective meeting sites in the resort field.
- Finger-tip control in timing your meetings—social events—off-hours recreation.
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ducement let people know about it. Simplest way is to post notice on the hotel activities board under convention name, if permitted by the association. Also display a welcome sign outside the door of the suite.

As the unmarried girls know, "If you want to catch a husband, circulate." Likewise, for a salesman who plans to use a convention as a happy hunting grounds.

18. Check in early: Day before convention opens there always are a few early birds who can be contacted at leisure. Most of these chaps welcome somebody to talk to, later they are too busy. Another reason for early arrival is to locate the props you shipped but which have become "lost" somewhere in the hotel.

19. Register early: People who want to look you up will know where to contact you if you registered. Fact is, some prospects do look up salesmen. That's exactly what you're trying to do, get them to take the initiative.

20. Visible name: If the convention-issued name badge is too small re-do it large enough so that it can be read at handshake distance without requiring your prospect to put on his bifocals. Men, too, as are women, are vain about wearing their specs. So make your name visible. Also, if convention people have labeled you as J. W. Smith, re-do it to read Jack (not John) Smith.

21. Hang around: Around the registration desk, that is. Here's the one place where you can meet everybody and an excellent opportunity to "accidentally" run into those hard-to-reach Grade A prospects. Then, once the majority have signed in and scattered:

22. Circulate: One top convention hotel has three indoor bars, two outside, and five dining rooms. Make the rounds. Also, don't stick with your company associates throughout. Instead, spread out, with each man busy chasing his own prospects. Furthermore, eat each meal with a different individual or group. That's more low-pressure prospecting. One last thought on this matter of circulating: Get up way ahead of breakfast hour to run into those inevitable healthy fellows out for their Truman stroll. Usually these boys don't get potted the night before and therefore are in approachable mood.

23. Be available: I don't know

why it is, but I've seen men go to a convention and disappear for the entire three days. If you expect to sell, be on hand. Attend every formal session. Sit in the rear so you can make contact when the audience leaves. After the day's last session, take a trip throughout all those popular spots and you'll find plenty of prospects in a welcome mood. Mornings, much as you might prefer privacy, don't have breakfast sent up, unless it's for a private chat with a good prospect. Instead, go to the room where members are breakfasting. Again, try for a table near the door so that you will be seen and vice versa.

Along with this policy of availability, consider the next tip:

24. Be conspicuous: In good taste, of course. One convention I attended in a posh big-city hotel, one member stood out because he wore shorts: Result: raised eyebrows and cracks. Whereas, another top salesman I know always appears sharply dressed with his trademark, a red carnation. Some other men identify themselves by an unusual tie or lapel pin.

25. Speak to everybody: Badge you wear is all the introduction you need. From the time you drag out of bed until the time you collapse into the bunk say hello to everyone wearing the badge. At this point some salesmen short-sightedly drop the contact as soon as they discover the man comes from outside their territory. Don't. Instead introduce him to your associate who covers that territory. At least get his name and pass the word along so that he can be followed up at convention or later. You'll be repaid for your effort by the reciprocity of your associates.

26. Join all social functions: I hate those noisy, crowded, hot cocktail parties, but more exposure means more contacts. This also goes for all other planned functions such as golf, beach party, buffet on the terrace, grand banquet and dance. Regarding this last, if the program committee requests formal dress support it. It's a little thing, but the way to sell at a convention is to do a lot of little things right.

27. Can you entertain? If so use it to make friends at night with men who will buy from you tomorrow. But if you sing, dance, do card tricks, tell stories — be good at it. One man spends hours prior to a convention polishing his card tricks. He's always favorably remembered as "that guy who does the tricks."

28. **Remember his name:** Anybody who attends conventions runs up against the problem of trying to remember those four fellows you met last night in somebody's room and it sure was fun. But now it's morning and here they appear in the elevator. Let's see now, which is Mike and which is Harry? Whatever memory system you use, work it overtime at the convention. It's hard to make an impression on a man when you can't recall his name or company.

29. **Be miserly with liquor:** At conventions I attend there's some fellow next morning with a murderous hangover because some eager salesman urged him to drink up. So the salesman's good intentions backfire. Have it available, offer to buy a round or two, but don't fall into the position of being the reason your prospect hates you next day.

30. **Compliment speakers:** Best way is to buttonhole the speaker and pay him a sincere tribute. So he likes you and passes the word that you're not only a nice guy, but have a real sound head on your shoulders. But if you can't catch him, send the word along through an associate of his. Now you have two friends.

31. **What's your hurry?** Don't be in any hurry to leave once the convention has adjourned. There are always some members who linger on and can be contacted after the clamor has died down. "More calls you make, more you sell."

When calling on a prospect you first get his attention in order to make your pitch. But at a convention if you run up to a prospect and start pitching he'll run away from you. So:

32. **Be bashful about your commercial:** You introduce yourself, "I'm Jack Smith with XYZ widgets. Whom are you with?" And get him talking about himself, his hobbies, his company, the weather, Fidel Castro or anything except the fact that you would like to impress him. If there's one gripe convention goers have, it's the jerk who backs them into a corner and goes all-out with the hard sell. Whereas, if you lean over backward

to avoid commercialism, they willingly talk to you. Even buy you a drink!

33. **Discuss business news:** An excellent way to hold up your end of the conversation without commercialism is to comment on current news of general business conditions and tie into the convention theme or speakers' remarks. Your objective is to create a favorable impression as a sound business man — kind of man worth buying from.

34. **Ask permission:** Although many prospects resent the salesman who makes the first move at a convention, some men are reasonable when approached tactfully like this: "You and I are here for business ideas, so if you don't object, I'd like to tell you something about our line." If he objects, drop the subject. Otherwise he'll broadcast the incident and from then on you'll be as popular as a cat at a canary convention.

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35. Pick your place to sell: When a prospect shows willingness to hear about your line, steer him to a quiet spot. Best place is your private suite, alternately any other place offering freedom from interruptions. If he's not free at the moment, make a date with him for later in the day. Any time will do. I once made a sale in Atlanta during a midnight date. When you have made the appointment, follow him up. Half the time, convention goers get sidetracked and never show unless reminded.

36. Give your sales presentation:

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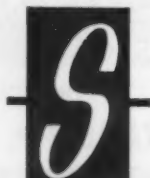
One reason treasurers question the expense of conventions is that some salesmen go there solely to "make contacts." This usually means socializing and hosting in an attempt to make a friend. That's fine, but why not go a step further and try to make a customer? There are always convention goers who want to hear your story, so when you have such a co-operative prospect, make your sales presentation.

37. Make an indirect closing move: In regular selling, you always make a firm closing move as soon as it seems opportune. But at a convention, especially when you don't know the man too well, it's best to play safe by making an indirect bid such as, "Well, how does this appeal to you?" Sometimes he'll buy, sometimes he won't—at the time and place. If you can't succeed in taking his order at the hotel, the indirect closer preserves his good will so that you can arrange to call on him by appointment after the convention.

38. Follow up: It's common experience that for every order you take at the convention, there are several more prospects who would buy, but can't be dealt adequately with due to lack of time. So, get their names and before you retire that night, note down details so that when you appear at their offices next week, you'll have all the facts.

In closing, let me repeat the key idea of this article, "How to Sell at a Convention without seeming to sell." Millions of dollars are wasted annually on conventions by salesmen who attend without a clear-cut plan to take advantage of the unique opportunities inherent in such an event. You be different. And when you do, you increase volume and profits and thereby prove in the most convincing way possible that your company has a mighty valuable salesman on the staff. ♦

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THOMAS C. McCALL, president, has meeting rooms bugged with tape recorders.

Small Meeting Needs a Jolt

McCall uses cash as tonic to make salesmen think "rich" instead of "poor"; distributes \$100 bills at meeting. Men keep the money by improved performance during the week. McCall believes salesmen "should suffer a little" — in hard chairs.

WHEN IS A SALES MEETING a sales meeting? Not, according to Gertrude Berg, when the pigeons are on the grass and a frame of mind is a frame of mind. It's a sales meeting when certain elements are present to create profitable, not abstract thinking.

A Chicago-based organization in the high-bracket sales personnel field, regularly holds sales meetings in its own office designed to cultivate and encourage profitable thinking, eliminating the abstract (or accentuating the positive). Methods it follows are unique and are worthy of application to sales meetings of 20 men or less.

"Salesmen" at Tom McCall & Associates, Inc., are employment counselors and executive recruiters who "sell their product"—marketing manpower. Since the firm operates nationally—perhaps only one of its type in the country (dealing with sales executives, sales engineers and salesmen for industrials)—there is considerable "hard sell" and pressure from within.

Sparkplug of the organization is Thomas C. McCall, president, who admits that "as in any business, there comes a time when staff members hit

certain roadblocks, become less ambitious and performance suffers. Sales executives know the signs and realize that something must be done to renew interest, to create excitement and fire ambition!"

To be frank about this mild form of depression, there is no greater medicine than money, McCall feels. He uses it in his own sales meetings to stir imaginations of his staff members, and it has worked wonders for worried clients at their own sales confabs where it "got people back into the swing of trying for fatter vouchers." One of the worst things that can happen to a sales force, he believes, is if "they get to thinking poor and talking poor—brooding about how hard it is to earn a buck instead of actually trying to earn it. We had that happen here, and the 'money cure' licked the condition." Here's what happened:

McCall summoned his 10 top placement managers by office intercom, and once they were seated in his spacious office he handed each a crisp, new \$100 bill with a tag attached. Message on the tag read: "What must I do to make this \$100 bill mine by

the end of the week?" Each manager was then asked to write in 25 words just what was to be done to earn it as an extra bonus. Answer was obvious—if they made sufficient placements of sales personnel, the money was theirs.

Staff members were instructed to keep the money for the entire week, and if they failed to measure up, they were to return the \$100 bills to McCall. "Needless to say," he reflects, "they were very money conscious for the work-week, with those big bills staring them in the eyes and burning holes in their pockets. Salesmen, or even counselors who place them in jobs, seldom have a 'C-note' on their persons, and they naturally hated to think of parting."

Results? At the end of the week "production" (placements) increased by more than 50% and, "with everyone money-conscious once again, we pulled out of the slump with all hands convinced that gloomy thoughts gain nothing."

McCall feels that while many small companies are able to project most of their marketing personnel into sales meetings, the session dies soon after it's begun merely because of the simplicity of the whole thing. "Wise sales managers realize that in a small meeting, just as in a large one, there must be a few attractions, surprises or 'gimmicks', if you will, to keep the group interested and on their collective toes."

► McCall's private office, scene of sales meetings, is "bugged" and staff members know it. Throughout a meeting, at intervals, a record plays back all that has been said not only in the room but over the telephone. The 'phone itself has a loudspeaker and desk microphone, so that any of the group sitting about the office can hear and talk with the party calling without leaving their chairs.

How McCall "projects" his staff into a meeting is illustrated by a recent call from a Boston electronics manufacturer who wanted prospects for a territorial sales managership. The assembled placement managers heard him ask for "a tall, neat appearing man in his early thirties, preferably with a family, and with a background in electrical engineering, etc."

"By this method," McCall explains, "a sales manager, seated before his group and with a customer on the 'phone asking for a specific item, can take the past tense out of a sale, you might say. It is thus in the present tense, with the description given on the spot for all to hear, and the salesman can come up with answers immediately. There is no written report on what the customer said, for here's

what he's saying!"

A sales manager, can, as McCall does, "get it down exactly as he said it on the recorder, and we can review the customer's words in his own voice, analyzing it and even measuring it for meaningful inflections."

McCall, who has been "selling by words" for almost 15 years, believes that a sales meeting of this type, where all participate, is an excellent tool for training new salesmen and recharging the veterans. "Some salesmen, face-to-face with a big buyer, feel a sort of vague panic setting in.

In meetings like ours, our people can hear the customer's voice and get him to answer questions directly, as to requirements. Just as an OEM must explore minimum requirements of a certain design or manufacturing project with the industrial salesman, so must we ascertain the minimums of an employer-client."

By using modern electronic communication devices, McCall suggests, a sales executive can call in his staff to hear what the customer has to say and at the same time make an absolute record of the conversation for re-

play for salesmen who were out when the customer called.

"This is our approach to get over the semantics hurdle," he says, "but there is much more than mechanical gadgets to offer the audience at a sales meeting. To get the most out of a sales meeting, both the audience and the executive conducting it must do several things."

Salesman must:

1. Give rapt attention to what is being said, for it might increase his income.

2. Have an absolutely open mind and confess (to himself) his own ignorance as he takes his seat. Let the new information filter in with what he already knows and become part of the whole package.

3. Suffer a little in his hard chair. He'll learn better and appreciate his "education".

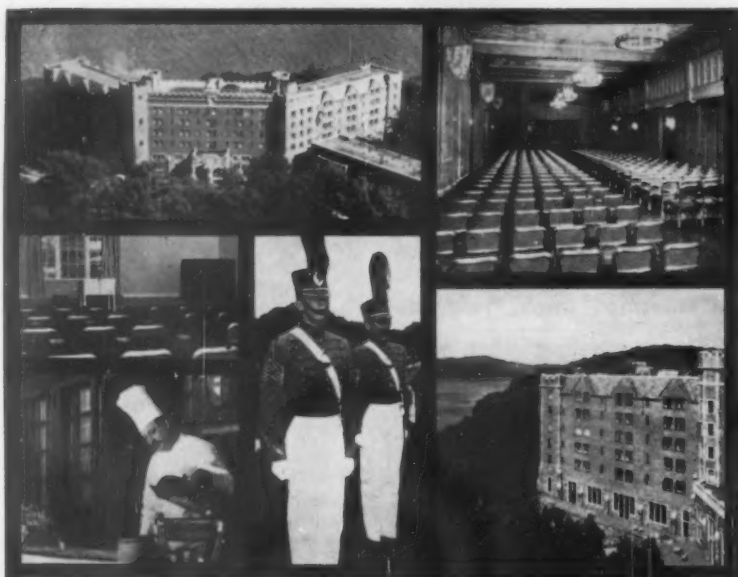
Sales executive must:

1. Let there be no misunderstanding or vagueness as to why he called the meeting. He explains the reason for it, and gets agreement (from the smaller group) that there is an adequate area for discussion, "which assures us at this point that at least no mind is closed to what follows."

2. Be aware of the pressures of time. A peculiarity of a small sales meeting is that the executive conducting it must get out quite a bit of information to the assembled group in a short time. He must create enthusiasm for the job at hand.

3. Realize that a sales meeting in a small company puts that company right out of business during the time of the meeting. "Here is a tremendous argument for the leader of the meeting being well prepared and not go in on a free association basis. He must contribute something greater than the same amount of time would have produced had the men been out making calls. This can be done only if the leader has spent three times as many hours in preparation than in the meeting itself."

Since small-type sales meetings usually are held during work hours, McCall believes that "everyone should have some sort of a part in it. If they happen to have something to spout off about, now's their chance to let everyone, including the boss, know what's bothering them—and because you're all together, somebody is bound to come up with a solution. ♦



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Want Exhibit Results? . . Schedule 'Em!

(Continued from page 37)

usually six months, three months, and one month in advance. These letters are interspersed with field calls to customers by our salesmen who personally explain the program. They work with the reseller or customer to get the right equipment ordered and in operation for his exhibit.

We have already made our hotel room and banquet facilities reservations. And we have made our preliminary draft of the manning force. Latter is accomplished by working with the general sales manager and the district managers from the area where the exhibit is to take place. We have also called on other departments within the organization to advise us of the people they want to have attend.

As soon as we know what is going to be shown, how it is going to be shown and what the exhibit is to look like, the copy department is advised. Department immediately starts to plan a show folder or giveaway, various letters of invitation, letters of thanks and press releases.

As soon as show management sends us forms to be filled out for services—electricity, gas, air—they are processed. We make sure to keep duplicates in file so there can be no mistake.

File systems is an important part of our operation. We have a separate jacket for each exhibit. In it there is a separate file folder for each of the following areas:

1. Correspondence with show management
2. Inter-office correspondence
3. Manning schedule and hotel reservations
4. Equipment order
5. Demonstrations
6. Cost records
7. Report data

All of the items go into compartments in chronological order. Thus we know where everything is and when it went in.

Approximately three months in advance of the show we have our final manning schedule. All items related to the show are now in production.

Now we try to get our prospective customers to come to the show. In addition to mailing tickets and invitations to the exhibit, we send out blocks of tickets to every man on the sales force. Salesmen carry these complimentary tickets and leave them whenever they make a field sales call. Now that we know who will man the exhibit, we send out releases on these men for local publicity. This

publicity is not only sent to the local papers where the men reside but also to papers in the city where the convention takes place. It is sent to trade journals, etc.

Now we can tell the hotel who will occupy the rooms and the duration of their stay. We have advised the men who will man the exhibit. We also tell the entire sales force when we are going to show, where we will show and what is to be shown. Our field force is required to advise its customers of our participation and

the items that will be of particular interest to them.

Two months before the exhibit takes place, we start work on a salesman's handbook. It includes specific information about each of the products we are to show and how they are to be demonstrated. It includes the schedule of hours each man will work and the names of all other men who will be at the show. It also gives the name of the hotel and the room in which the men will stay. And it includes all other pertinent data for successful operation of the exhibit.

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This book is sent to each man who is on the manning force at least one week in advance of the exhibit. All are required to study it so they know what is expected of them.

You might say we drill our sales force in show participation. Salesmen are coached on what to do; they are shown how to do it; and they are guided on integrating the sales mes-

sage with the operating demonstrations. We do not expect them to deliver a "canned" speech. We want them to use in their own way information that has been supplied to them about the product and demonstration of it.

We do not rely on the handbook alone. Day before the exhibit takes place, we hold a briefing meeting. All personnel connected with the exhibit are brought together for a social hour, dinner and workshop session. In this workshop the men are lectured on

each item of equipment by a specialist. Week's program is covered by the sales manager. Booth operation and procedure is covered by the exhibit manager and the long-range forecast of expected results from the show are covered by market development manager. Here, too, our top management gets into the act. Vice president of marketing usually briefs the men on company policy.

And as to the exhibit, we try to get into the hall on the first day that we are allowed to setup. We do not wait until we have to pay double time for Saturday and Sunday erection services. We are, perhaps, "persona non grata" with show management for even trying this. But we feel that because of the technical nature of our exhibits we need as much time as possible to make certain all demonstrating devices are smoothly operating. And we have another reason, too.

It is not enough for us to just brief our men on how the exhibit should be operated. It is important for them to have the feel of the exhibit before they meet the customer. Day before the show officially opens, we bring our salesmen down to our exhibit to have them put it through its paces.

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Alvarado Hotel, Albuquerque, N. M. Accommodations for groups up to 150 all year. Write Manager, Raymond W. Williams. Phone CHapel 7-0711, Teletype: AQ 62.

Furnace Creek Inn, Death Valley National Monument, California. Accommodations for groups up to 175 November 1 to May 1. Write Manager,

Fred W. Witteborg, or Fred Harvey Reservations Office, 530 W. 6th Street, Los Angeles 14, California. Phone: MADison 7-8048, Teletype: LA 1465.

El Tovar Hotel, Bright Angel Lodge, Grand Canyon National Park, Arizona. Accommodations for groups up to 200 October 1 to April 30. Write Grand Canyon Res. Office. Phone: Grand Canyon 181, Teletype: GRAND CANYON ARIZ 3723.

Or Contact: Monte S. Gordon, Fred Harvey, 530 W. 6th Street, Los Angeles, Calif. Phone: MADison 7-8048, Teletype: LA 1465.



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F. F. Scheck, Sales Mgr. GIBson 9-7000

After the exhibit has officially opened, we hold a series of sales meetings. They are usually breakfast meetings. Salesmen are required to report on the previous day's activities. We ask them how future days can be improved. Meetings are also used to develop strategy, not just for the duration of the exhibit, but for following up "hot" prospects. During these meetings salesmen are given questionnaires to fill out. They give their evaluation of the exhibit as a whole, of our booth design and layout, of demonstrations, and of equipment they think we should have shown or should show in the future.

In these meetings as well as in the "kickoff" meeting, we spend a good deal of time going over the use of the registration card. It was designed to use in all of our trade shows. It is convenient for the salesman to carry and fill out. It is a simple check list. With it a salesman can advise us if he thinks a visit or proposal is recommended, or requested. He can also tell us if the prospect should be added to our advertising mailing list. This is in addition to specific product information that the salesman feels should be sent. And even here we do not rely completely on the salesman.

We realize he has many other things to do and that he, notoriously, has the poorest handwriting in the world. As soon as he has filled out the registration card, he immediately turns it over to the secretary in the booth. She types the card up with all of the required information.

Registration forms are tabulated at the end of each day's operations. They are immediately sent to the home office for processing. (By processing I mean a thorough handling of each inquiry.) We send requested literature; we notify the proper sales office;

we make certain that all leads have been followed up.

Over and above this, we try to make our customers comfortable in our exhibit. We try to make them feel that we enjoy and appreciate their interest. We devote a great deal of premium space to what we call conference areas. It is in this area that our customers can sit down and talk about their problems. After they have talked and visited with us, we make sure that they get the follow-up information they request by the time they get home.

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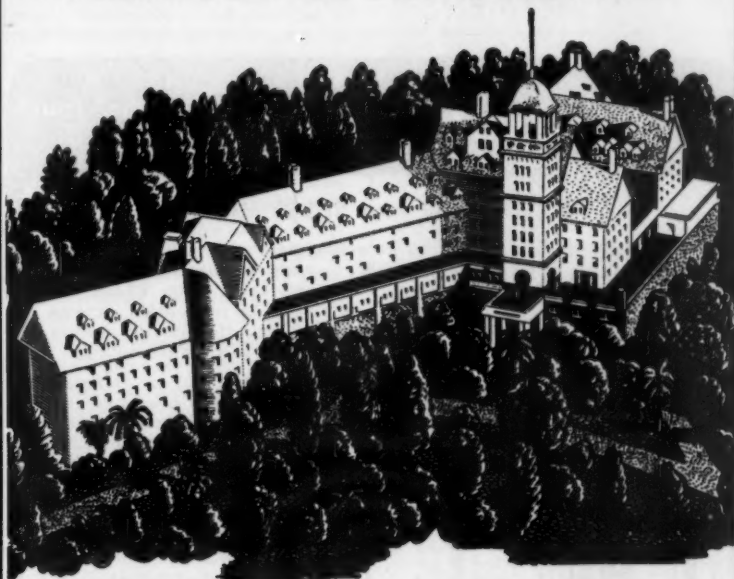
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Director of Sales,

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How This Article Came About

Says Floreen: "As a member of a panel discussing sales meetings, conventions and trade shows at the Sales Promotion Executives Assn. convention, I was asked to answer this question from the floor:

"Can you cite a case history of a company that does a well-rounded job of exhibiting, promoting its exhibits and following up on its exhibits after a convention?"

"This article is an amplification of my answer. I used my own company as an example because we make a conscientious effort to plan, follow through and follow up all the things that make an exhibit a success."

Each person who visits with us and is registered gets a personalized letter of thanks for attending our booth at the show. This letter is signed by either the general sales manager or, in certain specific instances, by the district manager in the customer's area. We make sure this letter is waiting for him when he returns home.

When the show is over, the program is not completed. We must bring the exhibit back to the plant and get equipment returned to the factory or the area from which it originally came. Usually, we break up the exhibit into smaller demonstrator units for local shows or symposiums. We carefully check all of our hotel bills and all of our service charges. We make sure that all equipment lent to customers or resellers is returned and sent back to the factory.

► General report on the exhibit itself and what we exhibited is sent to all salesmen in the field. Detailed show survey of its effectiveness as well as detailed analysis of registrations and inquiries is also made. This is sent to our management group. Once these surveys are complete, we are ready to start on next year's plans.

To us the trade show is an effective sales tool and market place for us to show our wares. Often we are a thorn in the side of both show managers and the people who build our exhibits for us. We constantly insist on not only getting all we pay for but also demand — as our customers do from us — better and better tools with which to work. We feel it is our duty to insist that show management use modern concepts of exhibiting — adequate aisle width, up-to-date methods of materials handling, and adequate storage areas. We insist that show management allow us to use the space we pay for in the way we feel will do us the greatest amount of good.

We feel duty bound to insist that our exhibit builder use all of the latest techniques. He should constantly search for new techniques in design, construction and material to make each exhibit not only outstanding but more effective than the last.

We believe strongly in cubic content, theater presentation, conference-type demonstrations, and use of color, light and sound to demonstrate our products effectively. Proof that these elements work? All of these items were employed so effectively in one of our exhibits that after the industrial show was over it went on a network television program in a half-hour-long presentation. It was presented to several technical societies for special demonstrations. Finally, it was installed in one of the great scientific museums in the United States in a room of its own for presentation to the public. It is here now and will remain for some time.

► Other of our exhibits have met with similar success. Last spring, U.S. Atomic Energy Commission wanted to show the latest reactor technology at the Geneva Conference on the Peaceful Uses of the Atom. Commission came to Leeds & Northrup. We had supplied basic control instrumentation for its boiling-water reactor at Argonne National Laboratory. And we had effectively exhibited simulated reactor control systems at several trade shows. Significantly, the Commission not only asked our company to provide instruments which substantially duplicated the original panel-board installation, but asked us to supervise and coordinate the building of a scale-model of the reactor itself — to integrate the model with the operation of the instrumentation. Result was an effective exhibit at Geneva. It was then brought back to the United States for training operators in reactor kinetics. ♦

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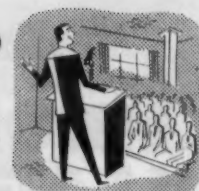
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-SM- BEST I'VE HEARD

An exchange of anecdotes and
facts to help a speaker spice
his speech and make a point.

Subject: GHOSTS

When he missed the last bus to town, he tried to hitch a ride. Cars whizzed by; none stopped. Finally a car came slowly along and stopped. He got in and the car moved slowly on again.

To his horror, he discovered there was no driver behind the wheel. As the clock in the church tower struck 12 o'clock, the car came to a halt in front of a graveyard.

He leaped from the car and started to race madly down the road. He turned back to look and saw a man trying to get into the car.

"Don't get in!" he shouted to the stranger. "There's something terrible wrong with that car."

"You're telling me," came the returned shout from the man at the car. "I've been pushing it all the way from town!"

Subject: SLEEP

The curvacious blonde walked to her seat in the plane, placed two pillows on it and prepared to stretch out across two seats. Noticing the stares of many eyes, she remarked: "I have a big day in New York tomorrow. I have to get some sleep." There upon she settled into the seats, modestly drew her skirt down over her knees, and fell fast asleep. As she turned and squirmed in her sleep, her skirt crept higher and higher.

Soon a young gentleman jumped up from his seat, reached into the overhead rack and brought down a blanket. As he carefully draped the blanket over the reclining sleeper she awoke with a challenging glance. "Beg your pardon, miss," he explained. "I've got a big day in New York tomorrow, and I've got to get some sleep, too."

Subject: FIGHTING SPIRIT

Short, mild-mannered gentleman strode up to the bar and ordered two drinks. While the hulking bartender watched, the man quickly gulped down one drink and poured the second into his

shirt pocket. He followed the same procedure for each subsequent round of drinks. After the eighth round, the bartender couldn't help but seek an explanation.

"Say, pal, how come you pour every other shot into your shirt pocket?"

At this the small man reached over the bar, grabbed the bartender by the necktie and with a yank said: "Listen here. You mind your own business or I'll pound your head into a beer glass."

As soon as the words were out of his mouth, a tiny, blurry-eyed mouse poked his head out of the man's shirt pocket and squeaked: "And that goes for your cat, too!"

Subject: TAXI DRIVER

Two preachers and a taxi driver arrived at the pearly gates at the same time. St. Peter asked the first minister: "Who are you and what have you done to earn admission into heaven?"

"For over 25 years I've been a Methodist pastor."

"Just wait a minute," said St. Peter and turned to the next man. "And who are you and what have you done?"

"I'm a Baptist minister and have been preaching for 32 years."

"Stand aside," said St. Peter and he asked the third man to identify himself.

"I'm a taxi driver," said the cabbie. "Been at it for almost 14 years."

"Pass through the gates," said St. Peter to the cabbie.

"What about us?" asked the preachers. "Why does he go before us?"

"Because," said St. Peter, "in 14 years he has scared more hell out of people than both of you have in more than half a century."

Subject: SELLING MESSAGE

Volunteer fire company started a campaign to sell tickets to its annual dance. Sales lagged until the firehouse blossomed with this big sign:

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